

FINANCIAL TIMES

European Central Bank

Too much like the Bundesbank for comfort

Personal View, Page 18

Swiss banks

If secrecy goes, can they compete?

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Jungle lessons

Lions win by 'continual mentoring'

Management, Page 1

FT WEEKEND

Conflict up and down the keyboard

TOMORROW

World Business Newspaper <http://www.ft.com>

FRIDAY AUGUST 8 1997

BAe joins Saab in offer of Nato jets for Czechs

British Aerospace and Saab, the Swedish aircraft group, have offered to license production of their Gripen fighter jet to the Czech Republic, thus raising the stakes in the west's scramble to sell Nato-compatible fighters to central European countries. The offer exceeds anything yet placed on the table by France's Dassault, maker of the Mirage fighter, or US manufacturers Boeing (F-16) or Lockheed Martin (F-16). Page 18

Long-term 2.5% growth forecast: The "new economy" of the US, powered by technological advances, will produce long-term sustainable non-inflationary growth of between 2.5 per cent and 3 per cent annually, the National Association of Manufacturers said. Page 5

Geneva site for Korean peace talks: North and South Korea, the US and China have made progress toward four-party peace talks to bring a formal end to the 1950-53 Korean war. Geneva has been tentatively chosen as the site for the talks. Page 3; A Korea change, Page 17

Mediation hope on UPS impasse: Federal mediators were hoping to re-start talks between United Parcel Service and the Teamsters union to end a strike that has almost halted domestic deliveries by the biggest US parcel company. Page 5; Editorial Comment, Page 17

Market tuned in to Fuji TV listing: The listing today on the Tokyo stock market of Fuji Television Network, one of Japan's five national commercial broadcasters, is being watched as a measure of investor interest in Japan's nascent digital satellite broadcasting industry. Earlier this year, Fuji TV said it would join Rupert Murdoch's J-SkyB venture with Sony and computer software company Softbank. Page 19

Barclays shares rise on buy-back: Barclays, the UK bank, announced plans to buy in another £400m of its shares and step up its dividend payout as it beat forecasts with an 11 per cent improvement in first-half operating profits to £1.33bn (\$2.16bn). Barclays has already bought back £200m of shares this year. Page 19; Lex, Page 18

Proton, the Malaysian carmaker, warned it would be hit by depreciation of the ringgit against the yen. The statement was one of the first to acknowledge that the ringgit's decline was affecting results, and demonstrated Proton's dependence on components imported from Japan. Page 19

Cuba unsettled after bombings: A series of bombings at Cuban hotels and tourist offices is taking its toll on confidence among visitors and tour companies in Havana. The Cuban government blames the US for the attacks, which seem to be aimed at scaring off foreign visitors and damaging the fastest-growing economic sector on the communist-run island. Page 18

IMF warning to Hanoi: Vietnam needs a "new generation" of rapid and comprehensive reforms if it is to avoid economic slowdown, the International Monetary Fund warned. Page 3

Wait for spares in space: Hours before arrival of a replacement crew, the problems aboard the Mir space laboratory grew more complex when Russian Mission Control said an oxygen generator could not be fixed until a new part arrived this autumn. They stressed that the crew had enough air for at least 24 months.

DuPont, largest chemical company in the US, said it would invest \$1.7bn for an eventual 20 per cent stake in Pioneer Hi-Bred International, the Iowa-based agricultural technology group. The companies will also form a joint venture to be called Optimum Quality Grains. Page 19

Aircraft crash: Four crew were presumed dead in the crash of a DC-8 cargo aircraft that went down after taking off from Miami International Airport. The jet was operated by Fine Air, which began offering stock on the Nasdaq exchange the day before the crash.

King bows to coup: Cambodia's ailing King Norodom Sihanouk gave a green light for strongman Hun Sen to replace the king's son, Prince Norodom Ranariddh, as co-prime minister, effectively endorsing last month's coup.

Crickets: Australia were 302 for three at the end of the first day of the fifth Test against England at Trent Bridge, Nottingham. They lead the six-match series 2-1.

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STOCK MARKET INDICES	
New York: Dow Jones Ind. Av.	5,261.17 (+1.88)
NASDAQ Composite	1,631.58 (+1.14)
Europe and Far East	
London: FTSE 100	3,058.34 (+19.25)
DAX	4,414.25 (+78.96)
Nikkei 225	10,082.82 (+60.5)
Hong Kong: Hang Seng	10,475.05 (+225.22)
US LUNCHTIME RATES	
Federal Funds	5 1/4%
3-mth Treas. Bill	5.27%
Long Bond	10 1/2%
Yield	6.47%
OTHER RATES	
UK 3-mth Interbank	7 1/4% (same)
UK 10 yr Govt	10 1/2% (same)
France 10 yr Govt	5.83% (58.15)
Germany 10 yr Govt	10.32% (102.42)
Japan 10 yr Govt	10.53% (105.25)
NORTH SEA OIL (Argus)	
Brent Dated	\$18.91 (19.1)
DM	2,971.1 (3,001.2)

GOLD	
New York: COMEX	\$321.5 (\$18.2)
London: Gold	\$321.4 (\$20.15)
DOLLAR	
New York: DIME	1.18075
DM	1.53065
Sfr	1.53065
Y	118.555
London: £	1.53065
DM	1.53065
Sfr	1.53065
Y	118.555
Tokyo: DM	1.53065
Sfr	1.53065
Y	118.555
STERLING	
DM	2,971.1 (3,001.2)

US acts to reduce call charges

By Bruce Clark in Washington

The US yesterday launched a campaign to reduce charges for international telephone calls by limiting the amount that US carriers pay their overseas partners. The plan, which alarmed the telecommunications authorities of many countries when it was published in draft form last December, has been modified to give poorer countries longer to adapt to the system. But the proposals adopted yesterday retain the principle that net payments by US carriers should be limited by benchmarks, reflecting the Federal Communications Commission's view of objective costs.

International rates to fall under FCC proposals

Mr Reed Hundt, the FCC chairman, said the plan should bring about a "radical, radical drop" in prices and end the net transfer of \$5bn per year from US carriers to foreign partners. US officials said their approach should benefit all participants in the \$60bn per year international telephone market because traffic will increase as prices fall. Over-charging by foreign partners was the main reason why US consumers paid about 88 cents per minute for overseas calls, compared with 13 cents per minute for long-distance domestic calls, an FCC official said.

The change has met strong opposition among developing countries which use hard-currency income from processing international calls to fund construction of domestic telephone systems. Under the plan laid out yesterday, non-US telephone markets would be divided into five categories. Each category is assigned a benchmark or maximum rate per minute for the completion of calls, and a timetable for introducing it. The richest countries, such as Japan and those in the European Union, would have to switch to 15 US cents from next year; "upper-middle income" countries to 19 cents within two years; lower-middle income nations to 19 cents within three years; low-income countries to 23 cents within four years; and the poorest

countries to 23 cents within five years. Officials at the US Federal Communications Commission, said they were prepared to shelve their proposals if other countries agreed on a co-ordinated approach to rate-cutting through the International Telecommunications Union. "Our initiative is an incentive to the multilateral community to take action," one FCC official said. "The Commission may forgo on its own plan if a multilateral settlement is reached."

Cable and Wireless, the UK-based telecommunications group, said it expected to be "active in opposition" to the decision. It said the issue should be handled collectively through the ITU. "This attempt by the FCC to deal with the issue of accounting rates unilaterally risks undermining the very existence of international telecoms services," said Mr John Taylor, head of regulatory affairs. FCC officials said they would monitor the market carefully to see whether US carriers passed the benefits of falling costs on to consumers.

Oneximbank sets sights on Russian oil sale

By John Thornhill in Moscow

The president of Russia's Oneximbank group, Mr Vladimir Potanin, yesterday set his sights on acquiring Rosneft, the last big state-owned oil company, when it is privatised later this year. Mr Potanin said in an interview with the Financial Times that Rosneft, which accounts for 5 per cent of the country's crude oil output, would fit well with Oneximbank's existing oil industry interests, primarily

in local banks and oil companies as well as foreign strategic and portfolio investors. Moscow has still to set a timetable for the auction and decide how much it wants to sell, but Rosneft could easily fetch more than \$1bn for the cash-strapped government. Rosneft contains a mixed bag of producing and refining interests. It is involved in potentially lucrative developments in the Sakhalin islands, in the far east, and in the Caspian Sea. Its privatisation will be a test of the government's new-found commitment to sell assets openly and for the highest price.



Vladimir Potanin: looking to make more acquisitions

Mr Potanin's ambitions seem likely to pit him once more against Mr Boris Berezovsky, deputy head of the security council and former head of the Logovaz group, which has also expressed an interest in Rosneft. Mr Berezovsky's group includes Sibneft, a Siberian-based oil producer, which has been developing close ties with Rosneft. The two businessmen have already clashed this year over the sale of the government's 25 per cent shareholding in Syazinvest. Mr Potanin won that contest with a \$1.5bn bid and went on this week to secure 38 per cent of Norilsk Nickel for \$251m.

Mr Potanin said the "bankers' war", as it has been called in the Russian press, was a sign that the country's economy was developing in a new competitive direction. "There is real competition in the economy and we believe that"



Kenyan take to Nairobi's streets yesterday to support President Daniel arap Moi as the government came under pressure from International Monetary Fund officials concerned about the issue of corruption in the country. Report, Page 4

Microsoft deal lifts Apple still higher

By Louise Kehoe in San Francisco

Apple Computer shares continued to rise yesterday, as details emerged of its ground-breaking alliance with Microsoft, the world software leader. The deal, under which Microsoft has taken a minority stake in Apple for \$150m and won a place for more Microsoft software in Apple computers, also included the settlement of a long-festering patent dispute between the companies. Microsoft also committed itself to develop applications software for future Apple personal computers, but that commitment yesterday appeared narrower than observers had assumed.

enough defined to include in the deal, Microsoft said. Details of the settlement of the patent dispute between the two companies remain sketchy. Apple is understood to have claimed that Microsoft was infringing one or more Apple patents. Talks on the issue had been under way for about a year. Microsoft declined to comment directly, but Mr Greg Maffei, Microsoft chief financial officer,

acknowledged that "there are always patent disputes" among computer companies. Microsoft has agreed to pay undisclosed amounts to Apple over the next two or three years to resolve the dispute. Mr Fred Anderson, Apple's acting chief executive and chief financial officer, said they were "not material" in

Continued on Page 18
World stocks, Page 36

Asia fears tamagotchi pets are becoming virtual pests

By Gillian Tett in Tokyo and James Harding in Shanghai

Tamagotchi - the egg-shaped electronic "pets" devised by the Japanese toymaker Bandai - may be a commercial success but they are a social curse, according to Asian politicians. The toys feature a liquid crystal display and beep at their owners when they need to be fed, bathed, disciplined or loved - and "die" when neglected.

But in recent weeks, leaders in China, South Korea, Singapore and the Philippines have complained that they are a malign influence on Asia's infants. Last week, the People's Daily, mouthpiece of China's communist leadership, published a stern editorial on electronic pets "most of which are imported and no good for students' patriotic education". In South Korea, the government has imposed a national ban on playing with virtual

pets in school, and many schools in Thailand and Hong Kong have banned them. Bandai, in the best tradition of Japanese companies' sensitivity to customers, has heard the complaints and quickly come up with a response. On Sunday it will launch a new version featuring an "angel", which rises to heaven at the end of its "life" instead of dying. The virtual angel is partly a response to comments such as those from one Philippines official: "It awakens in the child an early sense of death, which is not good." Other models are being launched for boys who might lack nurturing skills, one featuring a monster which needs to be fed virtual vitamins in order to kill its rivals. Planned spin-offs even include a scuba-diving gadget that can take the electronic pet underwater. Tamagotchi have captured young Asian hearts since their launch last November. In the

next two months, Bandai hopes to sell 2m of the new virtual pets. And it is now forecasting global sales of 40m in the year to March 1998 - almost as many as the annual number of video recorders sold worldwide. "Demand has been better than we ever imagined; we thought this might be a Japanese craze, but now realise it is global," one Bandai official said yesterday. Bandai refuses to reveal its profit margins, but says sales of the toys, which retail for between \$15 and \$20, should reverse the ¥7.9bn (\$66.94m) net loss it recorded in its financial year to March 31. About 20m of the 1997-98 sales are destined for Japan, where sales have already topped 10m. But 10m will be aimed at the US, and a further 10m at Europe and Asia. Several million other counterfeit tamagotchi are also estimated to be circulating now, primarily produced in China.

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Mondragón leaders hope to cut Herri Batasuna influence and boost alliance against violence

Basque moderates try to oust mayor

By Tom Burns in Madrid

Mondragón, the centre of the Basque country's industrial co-operation, has become the symbol of the troubled region's bid for political normality last night as moderates pressed ahead with a motion to deprive Herri Batasuna, the radical party that supports Eta terrorism, of its control over the town's council.

Political leaders hope that the motion to eject the Herri Batasuna mayor, Mr Xabier Zubizarreta, whose party controls just six seats

on Mondragón's 21-member council, will shore up an all-party alliance against violence that has recently shown signs of losing momentum amid intimidation from the radicals and rivalries among the moderates.

A councillor representing the mainstream Basque Nationalist party, PNV, in nearby Oyarzun, a town run by Herri Batasuna, reported yesterday that a warehouse he owned had been fire-bombed by hooded youths.

In the small municipality of Villava, conservatives voted with

Herri Batasuna to demand the release of jailed Eta members after dozens of radicals crowded the village hall to monitor the show of hands among the councillors.

The anti-Herri Batasuna alliance was formed early last month in the aftermath of unprecedented civic protests against terrorism that followed the kidnapping and murder by Eta of Miguel Angel Blanco, a conservative councillor in a small Basque town.

But last week the conservative mayor of the town of Vitoria, the seat of the PNV-led Basque govern-

ment, overruled protests from the Socialist party when he allowed Herri Batasuna to open propaganda booths during the town's annual fiestas.

In Mondragón, which has a population of 25,000 and is Herri Batasuna's municipal power base, radicals draped posters of local people who have been jailed in connection with Eta activities around the town hall ahead of the late-night debate on the council motion.

Councillors representing the PNV, Eusko Alkartasuna, a nationalist splinter group, and the Social-

ist party, which together have a majority on the council, said they would bury past differences that had allowed Mr Zubizarreta to govern and vote in a PNV member, Mr José María Loti Aguirre, as the new mayor.

The council motion alleges that Mr Zubizarreta supports violence and is not fit to ensure law and order in the town.

Mr Loti Aguirre said Herri Batasuna's supporters would have to respect majority sentiment in Mondragón. "If they don't, that's their problem."

Inflation rate slows in Greece

By Kerin Hope in Athens

Greece's inflation rate slowed to an annualised 5.4 per cent in July from 5.5 per cent in June, resuming a downward trend that has reduced inflation to a level not touched since 1972.

Monthly consumer prices dropped 1.7 per cent in July, because of a sharp fall in prices for fruit and vegetables, and reductions at the summer sales in prices for clothes and household appliances, the Greek statistical service said. Prices for fresh fruit, an important item in the Greek consumer basket, fell by as much as 25.8 per cent.

But the outlook for a continued decline in inflation is clouded by the US dollar's record-breaking rise against the Greek drachma, which has already triggered a sharp increase in fuel prices. The dollar has appreciated by 16.5 per cent against the Greek currency since the start of the year.

Greece's Socialist government has made reducing inflation a priority in the struggle to catch up with the rest of the EU and eventually take part in economic and monetary union.

Annual inflation slowed from 7.5 per cent last December to 5.4 per cent in May, despite higher budget spending which included generous wage increases for public-sector workers.

But Greek inflation is still more than three times the EU average, and the government faces a difficult task in achieving its year-end target of 4.5 per cent.

The Socialists are considering unorthodox measures for keeping inflationary pressures under control for the rest of the year. Price increases for transport and utilities are likely to be postponed or held to a minimum, though state-controlled corporations are now supposed to set tariffs at rates that will comfortably cover operating costs.

Mr Michael Chrysoschides, deputy commerce minister, is trying to negotiate an agreement between food processors and supermarket chains to hold down prices for a 12-month period. This would boost the government's chances of achieving its 1998 target of reducing inflation below the 3 per cent level set by the Maastricht treaty for participation in the Euro.

Much of this year's decline in inflation has resulted from lower prices for staple products such as olive oil and fresh fruit, together with a reduction in taxes on heating oil. Greek households still spend over 20 per cent of their income on food, and prices for fresh produce are extremely volatile.

FINANCIAL TIMES
Published by The Financial Times (Europe) Group, 1, Boulevard de la Woluwe, 1200 Brussels, Belgium. Telephone: +32 (0) 2736 8111. Fax: +32 (0) 2736 8112. Registered in the Netherlands. The Financial Times (Europe) Group is a company limited by guarantee, registered in the Netherlands. The Financial Times (Europe) Group is a company limited by guarantee, registered in the Netherlands. The Financial Times (Europe) Group is a company limited by guarantee, registered in the Netherlands.

FRANCE
Publishing Director: P. Maravall, 42 Rue de la Boétie, 75008 PARIS. Telephone: 01 57 60 60 60. Fax: 01 57 60 60 60. Printed in France. S.A. Nord Editeur, 1521 Rue de la Gare, F-93400 Rosny-sous-Bois. Editor: Richard Lambert. ISSN 1148-2733. Commissionaire: P. Maravall, 42 Rue de la Boétie, 75008 PARIS.

SWEDEN
Responsible Publisher: Hugh Curry, 468 018 0088. Printed in Sweden. Expressen, PO Box 6007, S-550 00, Jönköping.

© The Financial Times Limited 1997. Editor: Richard Lambert. The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL.

Bonn close to resolving VW row

By Emma Tucker in Brussels and Andrew Fisher in Frankfurt

The German government said yesterday it was close to reaching an agreement with the European Commission on a solution to the acrimonious year-long dispute over investment subsidies granted to Volkswagen.

The economics ministry in Bonn said negotiations were now in their final phase and could be completed after the summer break. But neither the car company nor the ministry would comment on reports that VW would have to repay nearly DM85m

(\$46m) of some DM91m of illegal subsidies granted by the state of Saxony in east Germany.

"We hope to reach an acceptable compromise," VW said.

A settlement of the dispute would close one of the most bitter arguments between the Commission and a member state over state aid.

The row flared a year ago when the state of Saxony defied a ruling by Brussels that it should not pay DM241m of subsidies for two VW plants in its territory. Ignoring threats from Brussels, Saxony disbursed DM92m of the illegal aid.

This prompted a furious reaction from the Commission, which is responsible for maintaining fair competition inside the EU's single market. The case was particularly sensitive as the ruling by Brussels went against German government policy of assisting the former communist states of east Germany to restructure their economies.

The Commission has generally supported the German government's efforts to rebuild east Germany, but recently Mr Karel Van Miert, the competition commissioner, has expressed concern that the use of subsidies in Germany has got out of control. He maintained that the aid to Volkswagen was a straightforward distortion of competition and insisted that the full amount of illegal aid be repaid.

Yesterday a spokeswoman for the Commission said Brussels was still working to reach a "satisfactory compromise" with Germany over the controversial subsidies. But she refused to confirm reports that VW would have to pay back DM85m.

However, the figures are understood to form the basis for a possible compromise between Brussels and Bonn. If the two sides settle the

argument, it is likely that the Commission will withdraw a case against Germany in the European Court of Justice. The Saxony state government in Dresden declined to make any comment. It originally argued that VW, which already has plants in Meissen near the Saxon town of Zwickau and in Chemnitz, would decide against further expansion there and opt for investment in eastern Europe if subsidies were not paid.

Mr Michael Sagurna, state government spokesman, said he welcomed the fact that negotiations over a compromise were taking place.

Swiss banks guard the secrets of their success

When Union Bank of Switzerland, the country's most powerful bank, unveiled its profits earlier this week, it let slip for the first time how much money it made from offering private banking services to wealthy customers in Switzerland and abroad.

If the bank does anywhere near as well in the second six months of 1997 as it did in the first it will probably earn close to Sfr2bn (\$1.3bn) on a business with a capital of Sfr2.5bn.

If the other big Swiss banks are as open as UBS then they will also probably have to admit that they are making a similar fortune in an area where the Swiss banks are the undisputed world leaders.

What's the secret? The big three Swiss banks are generally well run institutions which have the advantage of being based in a neutral country with a record of political stability and a strong currency.

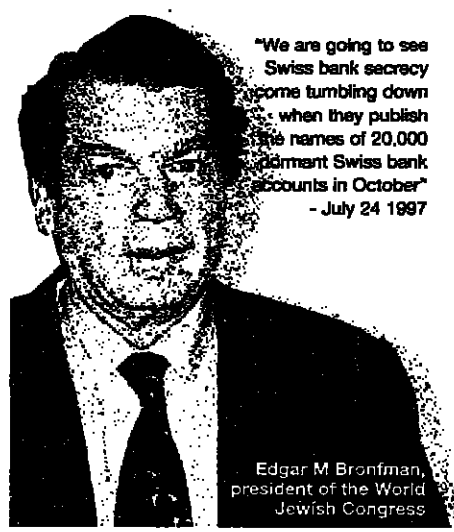
But plenty of other banks around the world offer equally good, if not better, private banking services, which raises the question of why a small country like Switzerland, with a population of 7m, accounts for as much as a third of the world's offshore private banking business.

The answer is almost certainly tied up with the question of Swiss bank secrecy.

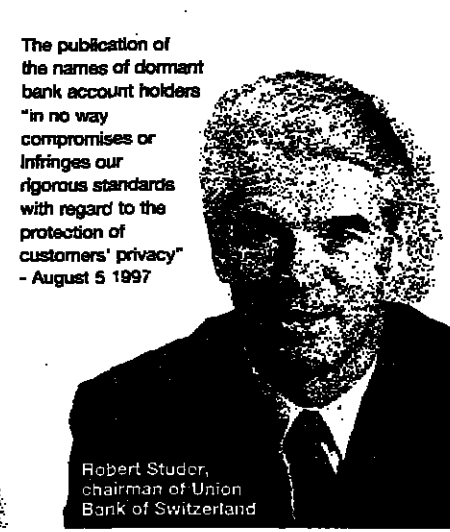
Hence, Switzerland's decision to waive its bank secrecy rules in order to publish the names of 1,785 foreign holders of dormant bank accounts opened before the second world war has raised concerns about whether Swiss bank secrecy will ever be the same again.

Mr Edgar Brontman, who is president of the World Jewish Congress has led the fight to force Swiss banks to open their records on Holocaust-era accounts, regards the move as marking the end

It's no secret they disagree



Edgar M. Brontman, President of the World Jewish Congress



Robert Studer, Chairman of the Union Bank of Switzerland

of Swiss bank secrecy. However, Mr Kurt Hauri, chairman of the Swiss Banking Commission, says that it is a one-off event which will not damage Switzerland's bank secrecy laws. Mr Robert Studer, chairman of UBS, says the publication "in no way compromises or infringes our rigorous standards with regard to the protection of customers' privacy".

Nevertheless, Swiss bankers are worried by recent events. In 1984 Swiss voters rejected by three to one a proposal by Switzerland's Socialists, the country's biggest political party, to weaken bank secrecy laws substantially.

Last December the Swiss government dismissed a call by some MPs to abolish bank secrecy. But Swiss politicians increasingly blame the secretive attitude of the banks for the recent sharp decline in Switzerland's international popularity. If a referendum on amending Swiss bank secrecy laws was to be conducted today, Switzerland's bankers would probably receive a nasty shock.

These days, Swiss bankers

like to argue that the advantages of Swiss bank secrecy are overstated. Mr Maurice Aubert, a Geneva lawyer who specialises in the subject, insists that it is not a Swiss speciality like watches or chocolates. Switzerland, unlike Austria, does not allow anonymous numbered bank accounts to be opened without the name of the holder being known, and Swiss bank secrecy has never been absolute. Swiss bankers are increasingly called upon to disclose information to help track down criminals and block the bank accounts of deposed foreign dictators.

However, there are two areas where Swiss banks have a competitive edge in the bank secrecy business. Breaching bank secrecy is still a criminal offence in Switzerland and bankers are obliged to take their secrets with them to their grave. Otherwise they face a fine of up to Sfr50,000 or six months in jail. The case of Mr Christoph Meili, the UBS watchman who lost his job after catching UBS shredding Holocaust-related documents, will be an interesting

test of this aspect of Swiss banking secrecy. If the Zurich district attorney does not prosecute Mr Meili for stealing documents from UBS many Swiss bankers will be disappointed.

The second area where Swiss banks differ from the competition is in disclosing information to overseas tax authorities. Tax fraud is not condoned, but tax evasion is another matter. This is one reason why Switzerland is reluctant to join the European Union. It would lose one of its key advantages as a private banking centre for wealthy citizens of the EU.

Swiss bank secrecy, despite all the myths attached to it, remains the most powerful weapon in the private banking armoury of the Swiss banks. But like all good secrets it is best not talked about. Dr Günter Woerle, author of the respected Wermil directory of Swiss private banking, is convinced that if Swiss bank secrecy was abolished, a large part of Switzerland's private banking business would disappear.

William Hall

Turkish Islamists in confident mood

By John Bartham in Ankara

Leaders of Welfare, Turkey's Islamist opposition party, say they are winning a war of attrition against the secularist coalition that took office in June after the army forced Mr Necmettin Erbakan, modern Turkey's first Islamist prime minister, from power.

Welfare MPs allied with their former conservative coalition partners have delayed the government's attempts to ban secularist education reforms through parliament. The ruling conservative-socialist coalition hoped to win rapid parliamentary approval for its reforms, announced two weeks ago.

Although the government has a nominal majority in parliament for the bill, Welfare and its True Path party allies, plus pro-Islamist rebels within the Motherland party of Mr Mesut Yilmaz, the prime minister, have held up progress at the committee stage.

The opposition has resorted to a range of ingenious and, the government claims, illegal procedural delays. MPs have even come to blows in the

committee room. The legislation, first demanded by the pro-secularist army in February, is now unlikely to receive a reading on the floor of parliament until next week, buying precious time for the opposition.

It hopes to derail the reforms, which extend compulsory education to eight from five years and would curtail enrolment in government-funded religious schools, long enough to prevent them being enacted in the next school year which starts in September.

Mr Erbakan accused the government of "fighting against the people's beliefs and history". He said plans by Mr Yilmaz to raise taxes to pay for the reforms mean that "on one hand they are taking money from the people, and on the other not teaching people their religion. This cannot be".

Mr Abdullah Gül, a confidant of Mr Erbakan, said a government prosecutor attempting to close Welfare had "shocked respectable" legal opinion in Turkey with a weak submission demanding the party's closure for anti-secular activities.

Mr Vural Savas, constitutional court

prosecutor, first demanded the party's closure in May. Welfare submitted its defence on Monday and a day later Mr Savas gave his opinion in an 81-page submission.

The government's Anatolia news agency said Mr Savas alleged Welfare violated a constitutional article which says no party can contradict "secular republican values". Welfare also contravened the criminal code and the political parties law that bar political use of religion or anti-secular activity.

The prosecutor said unidentified "foreign elements which do not want a strong, independent Turkey in the Middle East" were using Welfare to undermine the secular state. He said these same elements had fomented feelings among anti-Turkish Armenian and Kurdish terrorists. They were now trying to attain their objectives by "awakening fundamentalism".

Mr Gül claimed the prosecutor's approach was "good for us. He could have acted seriously and followed legal procedure. We do not really believe they will close the party. There are too many risks".

EUROPEAN NEWS DIGEST

Germany eyes DSL sell-off

The German government yesterday confirmed it might sell its 51.5 per cent stake in DSL Bank, the Bonn-based bank, to Deutsche Postbank, the postal savings institute being lined up for privatisation. The finance ministry in Bonn said the sale of the majority stake was "an option under consideration".

Since DSL's partial privatisation in 1989, 48 per cent of its shares have been listed via a holding company. But a further sale could be complicated by the ownership structures of DSL and Postbank. Based on DSL Bank's recent share price, the government's remaining stake could be worth about DM600m (\$390m). A 0.5 per cent stake in DSL Bank is owned by German federal states.

Postbank and DSL have confirmed that they have been in negotiations for two years about possible co-operation arrangements. Mr Dieter Boening, who became head of Postbank at the beginning of last month, was previously chairman of DSL Bank.

Ralph Atkins, Bonn

GERMAN SPELLING

Court blocks changes

The move to reform German spelling suffered a further setback yesterday when a court in the state of Lower Saxony blocked the introduction of the controversial changes in local schools. The ruling by the administrative court, made in response to a case brought by a mother, follows a similar judgement by a court in the state of Hesse. It strengthens the possibility that Germany's constitutional court, the highest court of the land, will eventually have to rule on the issue.

The court in Lower Saxony said there was insufficient legal basis for the introduction by directive from the state culture ministry of the spelling reforms, which have taken language experts, civil servants and politicians from Germany, Austria and Switzerland over 10 years to hammer out.

Frederick Stüdemann, Berlin

HOLOCAUST FUND

Red Cross man becomes chief

Mr Marco Sassoli, deputy head of the legal division of the International Committee of the Red Cross, has been appointed secretary-general of the Swiss government-backed special fund for needy victims of the Holocaust.

The fund, which has been financed by a Sfr170m (\$111m) contribution from Swiss banks and industry, was set up to meet criticism that Switzerland has not done enough to help victims of the Holocaust.

Last month it announced its first contribution of Sfr17m, aimed at an estimated 60,000 people in eastern Europe and the former Soviet Union categorised as the "neediest of the needy". Although the special fund is smaller than the Swiss government's proposed Sfr7bn solidarity fund, there has been growing speculation the latter may never come to fruition because of growing political opposition in Switzerland.

William Hall, Zurich

ROMANIA

Seventeen enterprises to shut

Mr Victor Ciortea, Romania's prime minister, yesterday announced immediate closure of seventeen heavily indebted state-owned enterprises including three oil refineries. Mr Ciortea said, "the liquidation process can go on for months, but we cannot sit and wait for these companies to incur more and more losses." He said therefore that supplies of electricity and gas would be cut off immediately.

In all, 30,000 jobs will go from the companies, which have debts of \$268m. The government has taken these controversial steps only after strong pressure from the International Monetary Fund. Mr Ciortea said: "From this moment, the government, trades unions and the population as a whole must pass the ultimate baptism of fire of structural reform".

Anatoli Lisen, London

CZECH REPUBLIC

Flood bond 'must be speeded'

The Czech government has asked the finance ministry to speed up a bond issue to pay for flood relief, as the country continues to mop up from one of its worst disasters in a century. Mr Václav Klaus, the prime minister, said that he hoped a second Kr1bn (\$28m) tranche of five-year bonds would be hastened in order to help limit economic damage from the flooding.

"It's possible that the issue [originally planned to be launched on September 1] may occur a few days earlier," he said, adding that some 2,900 people in the area, which has the country's highest unemployment rate, had been put to work in the clean-up operation.

Reuter, Prague

RUSSIA

Salary delay prompts suicide

A worker at the main electric power plant in Russia's Far East blew himself up because he was dependent over chronic salary delays, police said yesterday. Mr Nikolai Mikhailuk, a shop chief at the Primorye region power plant, used a home-made explosive device to kill himself recently in front of the plant's administrative offices, the local Interior Ministry branch reported. There were no other casualties.

Mr Mikhailuk left a note saying that he had decided to commit suicide because he had "no means of existence", said a spokesman, Mr Mikhail Churkin.

AP, Vladivostok

ECONOMIC WATCH

Danish unemployment falls

Danish unemployment

Rate (as % of total labour force)

Seasonally adjusted

1990 1991 1992 1993 1994 1995 1996 1997

Source: Statistics Denmark

1997: preliminary

1998: preliminary

1999: preliminary

2000: preliminary

2001: preliminary

2002: preliminary

2003: preliminary

2004: preliminary

2005: preliminary

2006: preliminary

2007: preliminary

2008: preliminary

2009: preliminary

2010: preliminary

2011: preliminary

2012: preliminary

2013: preliminary

2014: preliminary

2015: preliminary

2016: preliminary

2017: preliminary

2018: preliminary

2019: preliminary

2020: preliminary

2021: preliminary

2022: preliminary

2023: preliminary

2024: preliminary

2025: preliminary

2026: preliminary

2027: preliminary

2028: preliminary

2029: preliminary

2030: preliminary

Thailand's king calls in PM

By Ted Bardack in Bangkok

King Bhumibol Adulyadej, Thailand's revered and powerful monarch, yesterday summoned his prime minister, Gen Chavalit Yongchaiyudh, to his sprawling Chitralada Palace to explain the country's woeful economic situation.

The audience came as the government attempted to forestall a run on deposits at small commercial banks and finance companies, sparked by Tuesday's closure of 42 more finance companies.

No details were released of the three-hour meeting between the monarch, the prime minister, Mr Thanong Bidaya, finance minister, and Mr Chaiyavatt Wibulsawadi, Bank of Thailand governor. But the mere fact that it took place has heightened speculation about the future of the Chavalit-led government.

With the nine-month-old govern-

ment having repeatedly reversed course on financial matters and forced the resignations of both a finance minister and central bank governor, guarantees by Gen Chavalit that depositors at Thailand's remaining financial institutions would be protected were met with scepticism and ridicule.

In recent days, leading intellectuals, newspapers and elder statesmen, including some known to be close to the royal inner circle such as a former prime minister, Mr Anand Panyarachun, have called for the prime minister's resignation.

As a constitutional monarch, King Bhumibol, 68, takes an active interest in his country's affairs but in the past has refrained from exercising his considerable powers of intervention except in times of extreme crisis such as a military coup or a hung parliament.

Officials say some explanation of the monarch's meeting with his

prime minister may be offered today.

Belief that the meeting would lead to Gen Chavalit's resignation and the appointment of a caretaker government to pass a new constitution and oversee new elections pushed the stock market up and the currency higher, brokers and traders said.

Rumours of an impending military coup - consistently denied by Thailand's armed forces - have been circulating for a number of weeks. Such rumours have some foundation among Thai people because of the military's record of bringing down governments that have lost the trust of the public through either corruption or incompetence.

But Gen Chavalit's strong military background and the military's humiliation after bloody demonstrations in 1992 have apparently kept the brass at bay.

"If the prime minister had not

been *Nai Jiew* [Boss Chavalit], the military would have used force to bring down the government already," Gen Sunthorn Kongsompong, former chairman of the military junta that took power in 1991, said last week.

Measures to help small commercial banks that have suffered massive withdrawals over the past two days were drawn up yesterday. Larger banks, which have seen an influx of deposits, will lend money to a government fund which will then recycle the money back to the smaller banks.

A big problem with this system will be the need to move large amounts of cash rapidly from branch to branch through Bangkok's congested city streets, the president of one of the large commercial banks said. He said his suggestion to the prime minister that the government use helicopters to move money around the city was being considered.

Progress at Korean talks

By John Burton in Seoul

North and South Korea, the US and China have made progress in arranging four-party peace talks to bring a formal end to 1950-53 Korean war, but several significant issues still need to be resolved, officials in Seoul said yesterday.

The preparatory talks in New York have tentatively chosen Geneva as the site for the peace talks, which will be attended by foreign ministers of the main combatants in the Korean war. The peace negotiations would begin six weeks after the arrangements are completed, with each country chairing the discussions on a rotating basis.

But the talks could still be derailed by North Korea's demand that it should sign a peace treaty exclusively with the US, while the withdrawal of the 37,000 US troops stationed in South Korea should be put on the negotiating agenda.

South Korean officials said China opposed the North Korean demand, as did the US and South Korea. North Korea has long proposed an exclusive peace treaty with the US that would lead to the withdrawal of US troops.

Washington and Seoul view the proposal as an attempt to weaken their security alliance.

Instead, the US and South Korea are proposing confidence-building measures that would be implemented with the signing of the peace treaty among the four parties. This would include moving back the 2m troops that confront one another along the heavily fortified demilitarised zone that separates the two Koreas.

Pyongyang believes such confidence-building measures should be subject to separate negotiations between North and South Korea once US troops are withdrawn.

The US and South Korea last year proposed the peace talks as an attempt to force North Korea to resume political dialogue with South Korea, while addressing Pyongyang's offer to sign a peace treaty.

North Korea is also demanding more food aid to feed its starving population and the lifting of US economic sanctions against Pyongyang. China appeared to endorse this stance by proposing discussions that would improve relations among all four parties.

Japan takes chance to lead in Thai rescue

By Gillian Tett in Tokyo and Ted Bardack in Bangkok

The Japanese government will host a conference in Tokyo next week to hammer out a support package for Thailand in the wake of its recent currency crisis.

For Thailand, the meeting could offer relief from its recent woes. For Japan, the occasion presents an invaluable opportunity to display its "regional leadership".

The move follows the Thai government's decision on Tuesday to adopt a package of economic reforms aimed at winning International Monetary Fund support.

Mr Thanong Bidaya, Thai finance minister, said he expected to meet in Tokyo Mr Michel Camdessus, IMF managing director, Japanese officials and international bankers to finalise a \$12bn-\$15bn emergency credit line.

Mr Thanong said he expected the IMF board in Washington to approve the package on August 21. This would trigger lending from Japan of aid worth up to, or equal to, any support provided by the IMF, Japanese officials said.

A Thai official said IMF aid was likely to total \$4bn with an additional \$1bn each from the World Bank and

Asian Development Bank. Japan's Export-Import Bank, the official said, in addition, a consortium of private banks, led by Japanese groups, are preparing to extend syndicated loans.

The decision to host the conference in Tokyo marks both a coup and challenge for Japan.

Tokyo is keenly aware that the Thai crisis has given it an unprecedented opportunity to demonstrate its "regional responsibilities" towards Thailand.

However, although in public Tokyo is increasingly keen to demonstrate a pro-

Asian tilt, in practice it remains uneasy about just how to blend its unusual Asian and western affiliations - hence its decision to wait for the US-dominated IMF to act before seizing any kind of leadership role.

As one official says: "There are parallels between Japan and Thailand, and the US and Mexico in the Mexican currency crisis. But Japan is probably not ready to play a role quite like the US did."

This ambivalence partly stems from the legacy of the second world war, which has left Japan sensitive to charges that it is trying to

dominate its Asian neighbours. But it also reflects the deeply ingrained Japanese preference for operating group diplomacy, rather than unilateral policies.

However, the Tokyo gathering will potentially give Japan the best of both worlds: it will provide a public display that Japan is prepared to meet its "responsibilities" towards the region, but also allow it to ensure that any package of support will be collective in nature.

Even in the banking area, Japanese banks - with some \$37.5bn of loans to the country as of June 1996 - remain reluctant to be seen

taking too isolated a position. Banks such as Bank of Tokyo-Mitsubishi, Japan's largest, are co-ordinating a package of syndicated loans. And BTM admits that with some 30 years of operating in Thailand it is prepared to offer significant help.

However, banking officials stress they wish to operate in conjunction with other European, US and Asian countries, rather than create a single Japanese syndicate. As one bank official says: "Symbolically it is important that it is not just Japan taking action - we do not want to become responsible for Thailand's problems alone."

IMF urges new Vietnam reform

By Jeremy Grant in Hanoi

Vietnam needs a "new generation" of more rapid and comprehensive reforms if it is to avoid economic slowdown, the International Monetary Fund warned yesterday.

Its comments come amid signs that the economy is contracting and underscore concern among western economists that Hanoi risks inflicting serious damage to its long-term growth prospects if it does not launch fresh reforms soon.

Mr Michael Bell, departing IMF representative, said reforms of the late 1980s - known as *doi moi* - relied partly on generous inflows from oil exports and foreign investors. But Vietnam could not "count on major new sources of external

finance to bolster its economic progress... the stimulus for growth in the late 1990s will need to come from comprehensive reform to boost domestic saving and to maintain the confidence of foreign investors".

Foreign investors have soured on Vietnam recently because of red tape, corruption and high overhead costs.

Mr Bell urged progress on financial sector reform, trade liberalisation and reform of the state sector, which is intertwined with vested interests in the ruling Communist party. "It is not appropriate to support failing enterprises by proppping up their finances. Instead, means should be found to restructure [them] or organise their orderly closure," he said.

Canberra's decision to increase tax after court ruling leaves tobacco companies fuming

Australian cigarette groups suspend deliveries

By Elizabeth Robinson in Sydney

Three Australian tobacco companies suspended wholesale cigarette deliveries yesterday as they assessed the implications of a tax increase on tobacco, which one called "draconian".

Wills Holdings, Australia's third-largest tobacco group with a market share of about 28 per cent, also requested that its shares be suspended for 48 hours given the uncertainty in the industry. The Australian stock exchange

later moved to reinstate trading, which is expected to resume today.

The suspensions follow a High Court ruling on Tuesday which said that state governments' franchise fees - a levy imposed on tobacco wholesalers - were unconstitutional. The judgment also extends to alcohol and petrol.

Mr Peter Costello, federal treasurer, sought on Wednesday to reassure states that they would not suffer a shortfall in revenue, estimated at A\$5bn

(US\$3.7bn), because of the ruling.

He outlined a "safety net" whereby Canberra would collect the taxes on the states' behalf, but the net requires a 200 per cent increase in the rate of duty levied from tobacco products to A\$551.27 per kilogramme.

This replaces the dual system of taxation on tobacco products whereby the states imposed an *ad valorem* tax while the government rate was based on weight.

The tobacco companies argue that the dual system

was more equitable and that a tax system based on weight discriminates against heavier, lower-margin products.

Philip Morris, part of the US tobacco giant and the biggest tobacco group in Australia, said it had been forced to suspend deliveries because of the uncertainty over pricing its products. "The government has opted for the simplest solution," it said. "But there's no workable mechanism in place to ensure price stability for the consumer."

Rothmans said it would resume deliveries today but added: "We share the common view that what the government has done in putting up taxes is inequitable. It is very difficult to see how it is going to work."

Under the new system, states are to refund to companies the difference between the new higher tax and the rate they paid before. However, some states might not support this rebate and others have not devised a mechanism for its operation.

The new tax has left tobacco companies confused. "We just don't know how this system of rebates is going to work. How can they refund a tax they haven't collected?" said Wills, which is 67 per cent owned by BAT of the UK and most vulnerable to the weight-based tax rise. "Even allowing for rebates, South Australia [state] is predicting prices to rise by 20c-A\$1.75 per pack."

Wills said the industry was "as one on this. It's rare in tobacco to see such unanimity."

Taiwan's days as Asian mobile phone laggard are numbered

Given their affluence and technological sophistication, a great deal fewer Taiwanese use mobile phones than many of their Asian neighbours - just four in every 100, compared with three times that number in Singapore and more than 22 in Japan, for instance.

That - and much more in the world of telecommunications - is set to change in the next few years as a result of reforms announced recently, in particular plans to sell off to the private sector and foreign investors up to 75 per cent of Chungwa Telecom, the state telecoms operator.

The government also intends to lift to 50 per cent the 20 per cent ceiling on combined foreign investment in domestic telecoms ventures.

"We believe this market will rival Hong Kong in terms of cellular penetration," says Mr Mark Joseph, project manager for a cellular phone joint venture between AT&T of the US and Far Eastern, one of Taiwan's leading business groups. With the current lack of capacity addressed, mobile phone ownership is expected to jump to 25 per cent of Taiwan's 21.5m residents in the next few years.

Mr Chen Mien-chang, head of the China Rebar group's telecom business, expects the total turnover of Taiwan's telecoms market to double or triple to US\$10bn-US\$15bn in the next five years as a result of reforms already under way.

Rebar, one of Taiwan's biggest conglomerates, has captured a leading position in the fast-developing cable television industry and plans to build a fixed-line network offering cable, voice, data and internet services nationwide. The fixed network will be linked to satellite services once those two markets are opened.

Under the preliminary privatisation announced last week by Mr Tsay Jay-yang, minister of transport and communications, up to 20 per cent of Chungwa's shares would be swapped with leading international telecoms companies.

Another 5-25 per cent would be sold to institutional investors either directly or through global depository receipts (a financial instrument which allows shares in a listed company to be traded on designated international exchanges).

Another 20-30 per cent are to be sold to Taiwan citizens and Chungwa's 38,000 employees at preferential prices late next year or early in 1999. The company is likely to be listed on the Taiwan stock exchange at the same time.

Before privatisation can proceed, Chungwa's assets need to be re-evaluated, which will take time, says Mr Steven Chen, chairman. Listed at T\$399.7bn (US\$14bn), the company's actual assets could top T\$1,000bn after extensive land holdings are revalued.

Chungwa, which was spun off from the transport ministry as a state enterprise only a year ago, made profits of T\$45.6bn on operating revenues of T\$157.3bn in the year ending June 30 1996, the latest figures available.

Liberalisation of Taiwan's

telecoms industry was set in motion in January 1996 with the approval of a package of laws by the national legislature, ending a government monopoly on telecoms services and lifting a ban on foreign investment.

In January eight licences were awarded to private sector ventures to set up regional and nationwide mobile phone systems. The first, the joint venture between AT&T and Far Eastern, is set to start operations at the end of the year.

Negotiations are under way between the private operators and Chungwa, the only existing operator, over connection fees to be charged for routing calls from the new entrants' wireless network into Chungwa's fixed-line network and vice versa.

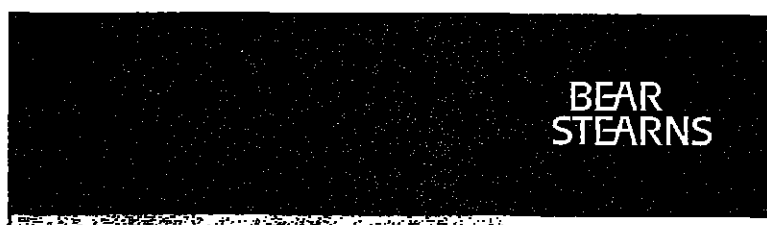
Private operators say Chungwa is demanding excessively high rates and accuse government regulators of siding with its wholly owned and highly profitable telecoms concern.

Mr Chien Jen-teh, head of the department formulating telecoms policy at the transport ministry, denies playing favourites but points out that Chungwa is required to invest in basic telecoms infrastructure. "We want Chungwa to serve as an 'umbrella' to protect private

Laura Tyson

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NEWS: INTERNATIONAL

Palestinians resigned to long siege

By Avi Machlis in Jerusalem

Palestinians were yesterday preparing for a prolonged siege as Israel showed no signs of lifting sanctions aimed at forcing Mr Yasser Arafat, Palestinian leader, to crack down on terror groups. "The Palestinian people will have to endure and be patient with the suffering caused by closure and starvation," said Mr Arafat. He was referring to a series of

economic sanctions and security measures imposed by Israel following a suicide bombing last week. Mr Arafat's comments came after a meeting with Israeli MPs in Gaza, and were intended to clarify remarks in which he appealed to Palestinians to "prepare for the coming battle".

Mr Benjamin Netanyahu, Israeli prime minister, has pledged to maintain the measures until he is convinced Mr Arafat is fighting terror.

But in an interview published yesterday in the Israeli daily newspaper Yedioth Ahronot, Mr Arafat said: "We have said hundreds of times that we reject terror and are fighting it. But in order to successfully fight terror, the atmosphere must be clean, so that the population can see progress in negotiations and in [their] standard of living."

The Palestinian economy has been hit hard by a week of Israeli sanctions, which include a suspension of peace talks. The West Bank and Gaza Strip remains sealed off, preventing 70,000 Palestinians licensed to work in Israel from reaching their jobs. Officials, the closure costs the already distressed economy about \$20m a day. A transfer of \$140m

(\$40m) in tax returns from Israel to the Palestinians scheduled for earlier this week has been suspended. The US has urged Israel not to withhold fund transfers to the Palestinians.

Mr Ghassan Khatib, a leading Palestinian academic, said the measures had weakened Mr Arafat and "provided the most powerful ammunition possible" to extremists opposed to peace-making.

Mr David Bar-Ilan, chief spokesman for Mr Netanyahu, said: "We are not imposing sanctions to punish the Palestinians but because the security establishment said it was easier to keep the terrorists out this way."

Meanwhile, statements made on Wednesday by President Bill Clinton, and Mrs Madeleine Albright, US secretary of state, were welcomed by both sides.

Nairobi ready to reopen talks with IMF

By Michela Wrong in Nairobi

The Kenyan government, rattled by an 18 per cent drop in the shilling since the International Monetary Fund's suspension of aid, yesterday signalled its readiness to reopen talks. But IMF officials insisted no loans would be forthcoming until the issue of corruption had been tackled.

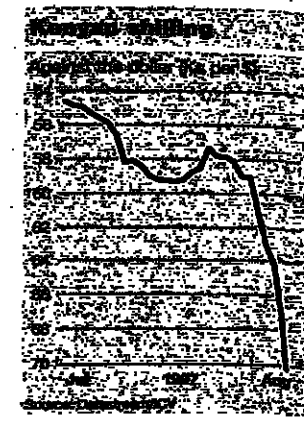
Mr Musalia Mudavadi, finance minister, said in a statement that the government was "considering initiating discussions" with the IMF over its assessment of the second year of a three-year loan arrangement. The statement was clearly designed to reassure financial markets hit by a loss of foreign investor confidence following the IMF's announcement last week.

But an IMF spokesman said that while the Fund was ready to provide policy advice, any formal involvement would depend on Kenya addressing "governance issues" - a reference to IMF concerns about corruption.

While several issues bother the IMF, including the failure to retrieve funds lost in Kenya's biggest financial scandal and management of the energy sector, President Daniel arap Moi's decision to remove Kenya's top customs official has become a sticking point.

Mr Mudavadi's statement left few doubts about the cost the suspension was exacting on the economy.

He revealed that Sh1.4bn (\$20m)-worth of the central bank's latest Sh7bn treasury bill offer was not taken up yesterday, a sign of foreign investors' nervousness. As a result, he said, the government was ready to accept higher interest rates on treasury bills, which economists said was likely to trigger a general rise in rates. The government would also revise its budget to keep expenditure under control, Mr Mudavadi added. Despite central bank inter-



vention, the shilling fell 4.08 per cent yesterday, closing at a commercial average of 70.26 shillings to the dollar, its lowest level since October 1993. The drop is already having an inflationary effect, with Kenyan retailers marking up imported goods. The price of petrol is also expected to soar.

There was a slight reprieve for the government when air traffic controllers called off a five-day go-slow that delayed hundreds of thousands of tourists and held up flower and vegetable exports.

Analysts predicted the shilling would slide further today if Kenyan workers responded in strength to a national strike call by church leaders, civic groups and opposition parties demanding constitutional reforms ahead of elections.

The strike and planned processions were yesterday declared illegal by Mr Philip Masinde, labour minister, who raised the spectre of fresh violence in the capital by urging the security forces to ensure the day passed normally.

Commentators said conflicting signals from Kenya's fractious opposition could well limit the extent of the planned stoppage. Two key opposition leaders - Mr Michael Wamalwa and Mr Kenneth Matiba - have denounced the strike call, although their party deputies have endorsed it.

Superpowers circle Caspian

Competition for the resources of the Caspian Sea harks back to the days of the East India Corporation, when the foreign policy of great powers mingled with the interests of their national mega-corporations. As in the past, though, it is difficult to sort out whether the corporations are driving foreign policy, or the policy has marshalled the commercial interests behind it.

Such is the case in the Caspian, where multi-billion-dollar oil deals have accompanied what many observers see as decisive foreign policy shifts by the US and Russia.

Yesterday, with Mr Sepurmurat Niyazov, Turkmenistan's president, in Moscow, the Russian foreign ministry voiced its displeasure at the giant Russian oil company Lukoil, staying in a deal to develop an Azerbaijani oil field disputed by Turkmenistan. Despite reports they were withdrawing from the deal, Lukoil claimed they were still hanging on. By the end of yesterday, though, Lukoil's participation was on hold.

Lukoil, along with the Russian state-owned oil company Rosneft, had on July 4 signed a deal with Azerbaijan's state oil company, Socar, to develop jointly the Kypaz oil field, which is located in the maritime boundary which separates Turkmenistan from Azerbaijan. Turkmenistan refers to the field as Serdar.

Russia had no objections to the deal when it was signed, but suddenly swung

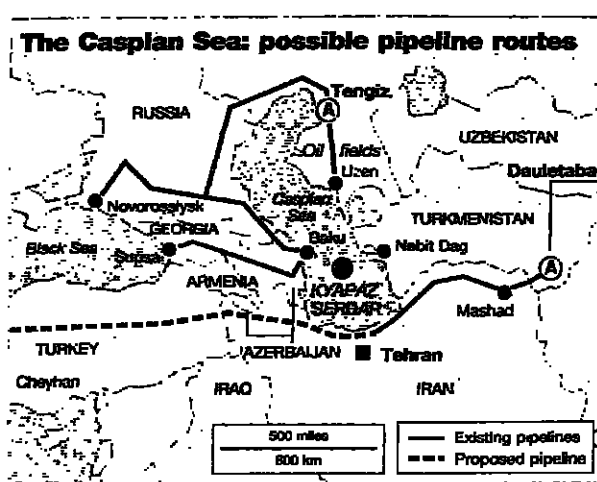
around to back Turkmenistan's claim in the Caspian, and put pressure on Rosneft, which held 20 per cent of the project, to withdraw from the deal last Thursday. This step has produced a technicality which will put Lukoil's participation on hold, as well. "Until the 20 per cent participation is filled, we cannot proceed with the deal," said Mr Peter Neyev, Lukoil spokesman.

The reason for Russia's rethink of the field's ownership can only be guessed at, but it coincided with abrupt overtures by the US to both Azerbaijan and Turkmenistan in the past few weeks. According to analysts, Russia has chosen to back Turkmenistan's claim to woo it back into the Russian fold.

Two weeks ago, the US in an apparent departure from its policy of isolating Iran, gave Turkmenistan a potential windfall by making it possible for the country eventually to sell gas to the lucrative market of Turkey.

The US declared that it would not oppose the construction of a gas pipeline through Iran, which would link the two countries. Then last week, Mr Haidar Aliyev, the Azerbaijani president, signed \$10bn worth of deals with US oil corporations Exxon, Amoco, Chevron and Mobil in Washington.

With the US cosying up to Azerbaijan and Turkmenistan, Russia had to choose, and it chose Turkmenistan. "Turkmenistan is going to build the first pipeline that doesn't go through Russia," said Ms Julia Nanay of the



Washington-based Petroleum Finance Company.

Not only would a southern pipeline route deny Russia control over Turkmenistan's gas supplies which currently travel through Russia, but by supplying gas to Turkey, Turkmenistan would be shutting Russia's most powerful customer, Gazprom, out of a market it covets.

Gazprom supplies 6bn cubic metres of gas to Turkey, but had planned to see that rise five-fold in the next decade, making Turkey Gazprom's second largest foreign customer after Germany.

"Russia is alarmed by the prospect of either Turkmenistan or Iran moving into the Turkish gas market," said Ms Nanay. "Obviously the Russians are not happy with all these deals that the Azeris signed with the US, but in the case of Turkmenistan, there's a pipeline

that's actually being built." The move by US companies into Azerbaijan, meanwhile, is undoubtedly profit-driven, but also accompanies a new strategic focus on the Caspian by the US. Azerbaijan is being sought as a route for an oil pipeline which would carry central Asian oil to the Black Sea via Georgia.

The commercial objective of ensuring access to oil supplies camouflages a more aggressive posture in Russia's former sphere of influence, as the US pursues a quiet policy of detaching Russia's former satellites, one by one. "The political objective of making the CIS independent is largely an economic problem, and involves the creation of infrastructure," said an economist with a development bank in London.

Charles Clover

Nigerian oil funding crisis deepens

By Robert Corzine

A funding crisis which threatens to set off a wave of lay-offs and contract cancellations in Nigeria's strategic oil industry has deepened after the government this week called off a crucial meeting with foreign oil companies.

International oil companies involved in joint ventures with the state-run Nigeria National Petroleum Corporation are awaiting government approval for their 1997 budgets eight months after the expenditure plans should have been finalised.

The companies had hoped this week's meeting would clarify the financial position of the industry, which accounts for most of the country's hard currency earnings.

The companies say they need to spend \$3.3bn for the year to maintain production of about 2m barrels a day. But Mr Dan Etete, the controversial oil minister, secured only \$2bn from the federal budget for the sector this year.

The problem of NNPC meeting its financial commitments for the joint ventures is a perennial one. But executives of Royal Dutch/Shell, the Anglo-Dutch group

that produces half of Nigeria's oil, yesterday said the present situation was "more difficult than usual".

The impact of the funding cuts is beginning to be felt across the sector. Elf Aquitaine, the French oil group, said budgetary restraints would force it to cancel all but one exploration well this year. Shell said its Nigerian subsidiary might have to rein in social spending in the politically sensitive Niger Delta region, where much of Nigeria's oil is produced, unless its budget is restored to the \$1.6bn originally envisaged. The government wants to cut it to \$1.3bn.

Shell executives said progress had been made, however, with the \$4bn Nigeria liquefied natural gas scheme, Africa's single biggest engineering project. Work at the export terminal on Bonny Island off Rivers state was proceeding smoothly in spite of the sacking in June of NNPC's board of directors by Mr Etete.

They were also hopeful that a dispute with Enel, Italy's state electricity generator, which withdrew from a 22-year contract to buy 3.5bn cubic feet annually, about half the Bonny plant's initial output, would soon be resolved.

Chile dam row shows IFC's problems with projects

Environmental groups in the US and Chile have accused the International Finance Corporation (IFC), the private-sector lending arm of the World Bank, of disregarding its own environmental and social guidelines during construction of a controversial dam in southern Chile.

Activists allege the IFC censored an independent review of the Pangue hydro-electric project, releasing a version with a third of the original report deleted.

IFC officials say the report was edited to protect the corporation from threat of lawsuits from Endesa, Chile's largest power company, which borrowed \$150m from the IFC to build the dam.

Friends of the Earth, the International Rivers Network and Action Group for the Biotio (GABB) say the row over Pangue shows a more general problem: the IFC is often unable to get private-sector borrowers to comply with World Bank social and environmental guidelines.

The IFC has only been involved in private-sector infrastructure projects since the early 1990s, but the sector now takes 20-25 per cent of the \$3.2bn it lends every year. In the past nine months, at least two private-sector groups have pre-paid their loans to the IFC or cancelled World Bank insurance policies, after publicity over their environmental practices.

Ms Andrea Durbin of Friends of the Earth said Freeport McMoran, a US mining company, cancelled an insurance policy provided by the Multilateral Investment Guarantee Agency, the World Bank's insurance scheme against political risk, allegedly to foil a World Bank investigation into employment conditions and environmental problems at a project in Indonesia.

Another US company, Basic Petroleum, pre-paid an IFC loan for an oil project in Guatemala after non-governmental organisations turned the spotlight on their operations. "These cases illustrate the difficulties the IFC has experienced in getting private-sector compa-



Damned site: the controversial Pangue hydro-electric project in Chile

nies to follow World Bank guidelines," Ms Durbin said. "It is not clear which policies apply to the private-sector lending arm of the bank," she said. "The World Bank says it is trying to harmonise policies, but there are still big gaps."

Freeport McMoran said cancellation of the policy was strictly a business decision: "Our investments had grown beyond the value of the insurance policy, to the point where it covered less than 5 per cent of the \$30m value of our business. We were going to cancel the policy anyway."

Basic Petroleum could not be contacted. At the IFC, Ms Carol Lee, general counsel, said: "It's a difficult balancing act. We face increased public scrutiny on social and environmental issues, but as a financial institution are obliged to behave under private-sector norms of confidentiality."

"We do our best with the leverage available to us to ensure compliance with our guidelines, but sometimes the leverage is not as great as we would like." In the case of Pangue, Ms Lee noted Endesa had also pre-paid the IFC loan, leaving the corporation with only a

minority equity stake in the dam, and little influence over the project's course.

The alleged censorship of the independent review of the Chilean dam led Mr Jay Hair, president emeritus of the National Wildlife Federation and author of the report, to write a letter of protest to Mr James Wolfensohn, World Bank president.

"There are numerous deleterious factors that appear to have been made for no other reason than to avoid embarrassing the individuals who made certain decisions regarding the Pangue project or how it was supervised by IFC," Mr Hair wrote. "This created a distorted picture of key events associated with the project."

The 450MW Pangue Dam was finished in 1996 but was controversial from its start. Environmentalists argued that Pangue, the first dam to be built on the Biotio River, would harm the river's ecosystem and intrude on the lives of the local Indians.

To the dismay of environmental activists in the region, the Chilean government in June approved construction of a second hydro-electric dam on the Biotio. GABB, which lobbied for the independent review of

the Pangue Dam, says the second project would not have been feasible without the IFC's backing for the first dam. GABB also said it was not satisfied with the IFC's version of the independent Pangue review.

"The World Bank's environmental and social guidelines look good on paper, but the Pangue review proves they are not being practised," Mr Juan Pablo Orrego, a GABB spokesman in Santiago, said yesterday. "There have been two independent reviews of the Pangue project; one was buried, the other censored."

In his letter to Mr Wolfensohn, Mr Hair says the IFC's re-writing of its report was "misleading, inaccurate and self-serving". Whereas Mr Hair says his investigation found the IFC not to be in compliance with 80 per cent of its environmental and social directives, the report's final version says: "The IFC considers the Pangue Project compliant with five out of eight policies and procedures applicable."

"It certainly was not the conclusion reached by our independent review team," Mr Hair says.

Leslie Crawford

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NEWS: THE AMERICAS

'AMAZING' US ECONOMIC PERFORMANCE

Long-term growth forecast at 2.5%

By Nancy Dunne
in Washington

The US's "new economy", powered by technological advances, will produce long-term sustainable non-inflationary growth of between 2.5 per cent and 3 per cent annually, the National Association of Manufacturers said yesterday.

"We are witnessing the most amazing economic performance since the 1960s due to the increased competitive and technological vigour of the private sector," said Mr Jerry Jasinski, association president.

The NAM, in the past a leading critic of the Federal Reserve's "pro-active" interest rate increases, once again warned that the growth "could be diminished" if the central bank raised rates "to any significant degree."

The economy will not overheat, a NAM report said. "Greater worldwide competition is preventing inflation, while technological innovations are leading to higher productivity and better growth."

The greatest threat is high consumer debt. But, according to Mr Jasinski, "This problem is manageable because personal debt can be serviced as household

wealth increases."

The report said workers' incomes increased by a "solid" 1.4 per cent in 1996 and inflation control had been maintained by competition in the labour market.

The structure of compensation has shifted away from hourly wages, in favour of bonuses, stock ownership and pay-for-performance schemes.

A report released earlier this week by the Manufacturers Alliance, a policy research organisation, said employees of US affiliates of foreign companies received higher compensation than average US manufacturing workers because the companies were concentrated in more highly paid industries.

However, they were not paid substantially more than workers in similar domestic operations.

Seven countries - the UK, Germany, France, Japan, Switzerland, Canada and the Netherlands - account for 80 per cent of the foreign equity in US manufacturing affiliates.

The report says purchase of many of these "troubled" companies is to gain market share, but the result is often low profitability.

Stocks of unsold goods on wholesalers' shelves jumped at the sharpest rate in more than 15 years during June, the Commerce Department said yesterday, partly because of an increase in inventories of new cars, Reuters reports from Washington.

Total inventories rose 1.9 per cent to a seasonally adjusted \$263.93bn in June, much higher than the revised 0.4 per cent gain posted for May. Previously, the department said May inventories had gained 0.2 per cent.

The June inventories increase was the largest for any month since April 1982, when they rose 2 per cent. Total sales by wholesalers rose only 0.3 per cent in June to a seasonally adjusted \$210.69bn after being revised to show no change in May instead of a 0.2 per cent gain.

One of the biggest increases in inventories was new cars, up 5.1 per cent from May to \$28.25bn in June. Stocks of professional and commercial equipment and supplies grew 3.1 per cent to \$22.84bn in May.

Uphill struggle for UPS strike talks

By Richard Tomkins
in New York

Federal mediators were yesterday hoping to restart talks between United Parcel Service's management and the Teamsters union in an effort to end a nationwide strike that has almost halted domestic deliveries by the biggest US parcel company.

The two sides were due to meet in Washington late yesterday at the invitation of the Federal Mediation and Conciliation Service, but neither held out much hope of an immediate breakthrough.

UPS said it might be prepared to look at "a tweak here or there" in the terms of the labour contract on offer to its 185,000 drivers, sorters and loaders. "But as far as the totality of what we are offering is concerned, that will stay the same," the company said.

The International Brotherhood of Teamsters said: "We are not very optimistic. There is no real sign that the company's attitude has changed, but we will be trying to reach an agreement that provides good jobs for American workers."

The strike began at midnight on Sunday after the union rejected UPS's "last, best and final" proposal for a new five-year labour contract.

Businesses across the US have had to delay deliveries of their goods or seek alternative carriers, often at much greater expense.

The Teamsters union says it wants UPS to offer more full-time jobs to its predominantly part-time workforce. It is also resisting a company proposal to set up a new pension fund to replace the existing pension arrangements, which are union-controlled.

UPS says it is convinced that union members would accept the offer if they were given the opportunity to vote on it. The company said yesterday that it had started distributing packets of information directly to union members' homes so that they could see the offer for themselves.

The Teamsters said UPS's latest contract was nearly identical to the one that was put before the membership in mid-July, which they rejected by a margin of more than nine to five. It was clear that if they voted again, they would reject the contract outright, the union said.



Banzer (second from left) with his wife Yolanda moments after being sworn in.

Banzer back at the helm in a buoyant Bolivia

After 19 years of attempting to regain power via the ballot box, one-time dictator Gen. Hugo Banzer has been formally sworn in as president of Bolivia. He immediately reiterated his commitment to democracy, human rights and free market principles.

General Banzer's inaugural address seemed designed to allay the lingering doubts of the international community and many Bolivians as to the direction of his five-year administration. Pledging to bring employment and "social solidarity" to Bolivia, he portrayed himself as "the man of genuine conciliation".

He will need to be. International support, from the US in particular, could be jeopardised unless the new administration keeps its pledge to eradicate coca, the raw material for cocaine.

Coca remains an important source of revenue but failure to meet eradication targets could lead to US "de-certification" and the cutting of vital US and multilateral assistance. That, estimates Mr Jorge Quiroga, the articulate vice-presidential counterbalance to Gen Banzer, will be \$2.2bn over the next five years.

If the eradication targets are met, the loss of revenue could undermine his support in the coca-growing areas. It is hard to understand why ordinary Bolivians could back a former dictator

once notorious for his disdain for human rights, but much of that support stems from Bolivians' weariness at the speed of change over the past four years.

In the face of hostile opposition, important structural reforms are now in place. "Popular participation" and administrative decentralisation have given real decision-making and financial power to provincial municipalities.

Sally Bowen examines the challenges facing the country's president, sworn in this week

Capitalisation, Bolivia's unique form of privatisation, has brought investment commitment totalling \$1.7bn from foreign companies.

It is also providing an annual pension for Bolivia's over-65s. The new pipeline, due to deliver Bolivian gas to Brazil from 1998, could boost GDP by up to 1.5 per cent a year and close the trade deficit.

Added to all this is a much stronger economy than four years ago. Growth, though still inadequate to make real inroads on crushing poverty, has averaged a steady 4.2 per cent a year with inflation in single digits. Net international reserves, at \$1bn, are four times higher than in 1993 and exports have climbed 25 per cent a year.

Whatever lies ahead, Bolivians can celebrate a big achievement: five consecutive democratically elected presidents and 15 uninterrupted years of democracy.

Now Gen Banzer has to hold together the "mega-coalition" supporting him. As first-placed candidate for the presidency in the June 1 general elections - albeit with under 21 per cent of the fragmented popular vote - he

was able to secure the backing of 115 out of 157 congressmen.

Three of the first five parties - the MIR, the UCS and Condepa - have signed Gen Banzer's *compromiso por Bolivia* pact and will share in government.

Gen Banzer's ADN party dominates the coalition with half of the 14 ministers already named. His first cabinet, however, is likely to be short-lived while the new and unwieldy political alliance settles down.

Analysts emphasise that the coalition, though impressive for its weight of numbers, lacks any common guiding ideology. Unlike the preceding MNR administration, which published a highly detailed programme of government before taking

power in 1993, ADN has given little sign of what its aims are.

Mr Quiroga says this is mainly due to lack of access to official information. He says ADN has not even seen the deals signed by the state with its foreign "strategic partners", which are now managing Bolivia's former state-owned companies. These contracts will be closely scrutinised and renegotiated if necessary in the interests of Bolivian sovereignty, says ADN.

As for the mega-coalition, Mr Quiroga says ADN has prior experience of co-governing, from 1989 to 1993, with MIR. There are also few points of dissent with the business-oriented, pro-agriculture UCS, he says.

The loyalty of Condepa, a populist party which secured almost 60 per cent of the poor Indian vote in Bolivia's shanty towns and mining centres, looks more unstable.

Condepa leaders say their support is conditional on ADN fulfilling its pledge to fight poverty.

"But Condepa have the people who know the poverty zones," says the pragmatic Mr Quiroga. "It would be ridiculous not to include them in the government." He argues that the multiplicity of parties and interests in the mega-coalition will oblige ADN permanently to negotiate with its allies, "which is welcome: it's what democracy is about".

Brazilian population growth starts to slow

By Geoff Dyer in São Paulo

The Brazilian population is growing less quickly, is getting older and is becoming better educated, according to the 1996 census conducted by the Brazilian Institute of Geography and Statistics (IBGE), said yesterday, reports AP/DJ from Rio de Janeiro.

IBGE said the population, which was 157m in August 1996, had grown on average by 1.38 per cent a year in the 1991-96 period, compared with a 2 per cent annual rise in the previous five-year period.

The decline in the birth rate was the result of greater use of contraception, female sterilisation and a reduction in infant mortality, according to IBGE.

The median age increased from 21.7 in 1991 to 23.2 years in 1996, while the proportion of Brazilians under the age of 14 was 31.6 per cent, down from 34.7 per cent five years earlier. Brazilians over 65 made up 5.4 per cent of the population,

Industrial output in Brazil rose 2.1 per cent in June from May, the government-run Brazilian Institute of Geography and Statistics (IBGE), said yesterday, reports AP/DJ from Rio de Janeiro.

Compared with June 1996, output rose by 9.5 per cent, the highest year-on-year rise since May 1995. For the first half it was up 5.9 per cent compared with the same period last year.

The rise was attributed to a soaring capital goods sector, compared with 4.8 per cent in 1991, a trend which will have significant implications for health and social security provision in the coming decades.

IBGE recorded an increase in education levels across all age groups. For children between 15 and 17, 66.8 per cent are now in school, compared with 65.3 per cent five years ago. Some 55.4 per cent

of children between 4 and 6 now attend pre-school.

Although 90 per cent of children between seven and 14 now go to school, as they are obliged by law to do, IBGE said that around 2.7m children in this age group were not receiving a formal education.

The population is becoming more urban, with 78.4 per cent living in cities in 1996, against 75.6 per cent in 1991; however, the rate of growth of the big cities dropped.

The city of São Paulo expanded by just 0.4 per cent and the population of Rio de Janeiro was only 0.25 per cent above its 1991 level. The fastest growing cities were the metropolitan areas of Fortaleza in the north-east and Belem near the mouth of the Amazon.

The census also showed the migration of people between regions had almost halved during the 1991-96 period, compared with 1986-91.

Utilities face flak from unusual coalition

By Bruce Clark and
Leslie Crawford in Washington

An unusual coalition of tree-hugging liberals and tree-felling free-marketisers joined forces yesterday against US utilities and their insistence on the right to pass on to consumers the cost of old, unprofitable investments.

The utilities want to avoid being lumbered with about \$300bn of "stranded costs", a backlog of past investments, especially in nuclear power, that were guided by government policy and might not have been undertaken in free-market conditions.

Their opponents range from libertarian think-tanks, better known for supporting the right to drink,

smoke and pollute the atmosphere, to Public Citizen, a lobby group founded by the well-known radical consumer rights advocate Mr Ralph Nader.

This coalition may not be sure what it likes, but it appeared - at a news conference yesterday - to be united in its dislike for what it regards as the entrenched interests of old-established utilities, which traditionally have a cordial relationship with the state governments that regulate them.

"Using a combination of twisted legal reasoning and heavy-handed lobbying, utilities have convinced state legislators that they are entitled to multi-billion dollar bail-outs," thundered a press release issued by the new alliance - which

christened itself the "Stop the Bail-out".

"Electricity consumers may not believe it, but regulation may end up costing them more than they thought," it added.

There were moments during yesterday's announcement when the cracks began to show. For example, Friends of the Earth, the environmental campaigners, insisted that any state subsidies to the power industry should be used to develop renewable sources of energy such as solar or wind power.

A representative of the Heritage Foundation, one of the pillars of Washington's conservative establishment, appeared never to have heard of wind power - and made it

clear that his priority was efficiency above all else.

The new coalition will add further confusion to a debate over the deregulation of the electricity market which is bewildering because of the confusingly similar names of lobby groups which take diametrically opposing positions.

Americans for Affordable Electricity, which supports unfettered competition with little forgiveness for stranded costs, should not be confused with Americans for Affordable, Reliable Electricity, who take the opposite view.

Other would-be winners of hearts and minds include the Alliance for Competitive Electricity, the Electricity Customer Choice Group, and the Electric Consumer Alli-

ance, which is not to be confused with the Electric Utility Shareholders Alliance or Consumers for Fair Competition, or with the Coalition for Customer Choice in Electricity.

It is this indigestible alphabet soup of lobby groups, all purporting to represent the public interest at its broadest, that has inspired the marketers of Amstel, the Dutch beer, to launch an advertising campaign which has Washingtonians giggling on the way to work. A stern-looking character called Garrison Boyd rails against the decadent, beer-swilling Dutch in the name of a little-known, but plausible-sounding, lobby group called Americans for Disciplined Behaviour.

IMPORTANT NOTICE

In the invitation to submit offers for the acquisition of the shares of MEL S.A. published in the Financial Times on 5 August 1997, in paragraph 6 of the Terms and Conditions for Submitting Offers, where mention is made of "semi-annual or annual instalments" we wish to clarify that these are interest bearing instalments.

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announces a repeat call for tenders

for the sale of the assets, as a single entity, of the company described below.

BRIEF INFORMATION

The Company was established in 1963. On March 17th 1997 the Company was placed under special liquidation as an on-going concern, in accordance with article 46a of Law 1892/90, as supplemented by art. 14 of L.2000/91 and modified subsequently. The objectives of the Company include tourist and hotel operations and in particular the establishment and running of tourist and hotel units, of tourist resorts as well as of ships employed for tourist purposes. Furthermore, the Company's objectives include the establishment and operation of farms, of agroindustries, of all types of agricultural and livestock businesses, the exportation of Greek products, the operation of export businesses in general, as well as any other type of activity related to the above.

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The assets for sale include the following briefly described (under A and B below) tourist and industrial installations situated in Porto Carras, Neo Marmara, Chalkidiki, at a distance of about 125km from Thessaloniki, by the sea and over a total area of 17,709.815 sq.m approximately.

A. Tourist Installations

1. SITHONIA BEACH. An A-class hotel with 836 beds in 433 rooms and 20 suites. The hotel also includes 3 restaurants, 3 bars and 2 rented shops. The hotel is under lease to Casino Porto Carras SA, from 1994 to 2006, which runs a casino, established within the hotel building.
2. MELITON. A luxury hotel with 827 beds in 428 rooms and 18 suites. The hotel also includes 4 restaurants, 3 bars and 10 rented shops.
3. VILLAGE INN. A B-class hotel with 178 beds in 75 studios, 7 suites and 7 bungalows. The hotel also includes 1 restaurant, 2 tavernas, 3 bars and 28 rented shops. The hotel has been placed on a time-share basis and many time sharing contracts have been concluded from 1991 to 2040. Both MELITON and VILLAGE INN are under the management of GRECOTEL SA and will remain so until the assets are sold, at which time the management lease expires.
4. MARINA. 5 metres deep for craft up to 45 metres in length with 166 berths, outlets for fresh water and electricity and buildings that are being used as a yacht club.
5. 18 hole GOLF COURSE over an area of 640 στρέμματα, 9 TENNIS COURTS and a HORSE RIDING CLUB.
6. GALANI luxury guesthouse over an area of 2,400 sq.m including a guardhouse (252 sq.m) and a chapel.
7. Other auxiliary areas.
8. The right to utilize the MARINA installations, described above, according to a special permit granted by public authorities (art.6 par 4 of L.69/1968).

B. Industrial complex which includes buildings and machinery.

1. Complete winery in covered area of about 5,200 sq.m.
 2. Oil press - refinery in covered area of about 2,350 sq.m.
 3. Bakery, about 1,320 sq.m.
 4. Other auxiliary installations such as biological sewage treatment plant, workshop, garage, Public Power Corporation sub-station and pump room.
- According to contracts Nos 4013/1990, 4531/1991 and 4580/1991 (Notary Public Chr. Stiros), the total area of Porto Carras SA (17,709.815 sq.m approx) has been divided into a number of vertical properties (A1, A2, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z, AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ, BA, BB, BC, BD, BE, BF, BG, BH, BI, BJ, BK, BL, BM, BN, BO, BP, BQ, BR, BS, BT, BU, BV, BW, BX, BY, BZ, CA, CB, CC, CD, CE, CF, CG, CH, CI, CJ, CK, CL, CM, CN, CO, CP, CQ, CR, CS, CT, CU, CV, CW, CX, CY, CZ, DA, DB, DC, DD, DE, DF, DG, DH, DI, DJ, DK, DL, DM, DN, DO, DP, DQ, DR, DS, DT, DU, DV, DW, DX, DY, DZ, EA, EB, EC, ED, EE, EF, EG, EH, EI, EJ, EK, EL, EM, EN, EO, EP, EQ, ER, ES, ET, EU, EV, EW, EX, EY, EZ, FA, FB, FC, FD, FE, FF, FG, FH, FI, FJ, FK, FL, FM, FN, FO, FP, FQ, FR, FS, FT, FU, FV, FW, FX, FY, FZ, GA, GB, GC, GD, GE, GF, GG, GH, GI, GJ, GK, GL, GM, GN, GO, GP, GQ, GR, GS, GT, GU, GV, GW, GX, GY, GZ, HA, HB, HC, HD, HE, HF, HG, HH, HI, HJ, HK, HL, HM, HN, HO, HP, HQ, HR, HS, HT, HU, HV, HW, HX, HY, HZ, IA, IB, IC, ID, IE, IF, IG, IH, II, IJ, IK, IL, IM, IN, IO, IP, IQ, IR, IS, IT, IU, IV, IW, IX, IY, IZ, JA, JB, JC, JD, JE, JF, JG, JH, JI, JJ, JK, JL, JM, JN, JO, JP, JQ, JR, JS, JT, JU, JV, JW, JX, JY, JZ, KA, KB, KC, KD, KE, KF, KG, KH, KI, KJ, KK, KL, KM, KN, KO, KP, KQ, KR, KS, KT, KU, KV, KW, KX, KY, KZ, LA, LB, LC, LD, LE, LF, LG, LH, LI, LJ, LK, LL, LM, LN, LO, LP, LQ, LR, LS, LT, LU, LV, LW, LX, LY, LZ, MA, MB, MC, MD, ME, MF, MG, MH, MI, MJ, MK, ML, MM, MN, MO, MP, MQ, MR, MS, MT, MU, MV, MW, MX, MY, MZ, NA, NB, NC, ND, NE, NF, NG, NH, NI, NJ, NK, NL, NM, NN, NO, NP, NQ, NR, NS, NT, NU, NV, NW, NX, NY, NZ, OA, OB, OC, OD, OE, OF, OG, OH, OI, OJ, OK, OL, OM, ON, OO, OP, OQ, OR, OS, OT, OU, OV, OW, OX, OY, OZ, PA, PB, PC, PD, PE, PF, PG, PH, PI, PJ, PK, PL, PM, PN, PO, PP, PQ, PR, PS, PT, PU, PV, PW, PX, PY, PZ, QA, QB, QC, QD, QE, QF, QG, QH, QI, QJ, QK, QL, QM, QN, QO, QP, QQ, QR, QS, QT, QU, QV, QW, QX, QY, QZ, RA, RB, RC, RD, RE, RF, RG, RH, RI, RJ, RK, RL, RM, RN, RO, RP, RQ, RR, RS, RT, RU, RV, RW, RX, RY, RZ, SA, SB, SC, SD, SE, SF, SG, SH, SI, SJ, SK, SL, SM, SN, SO, SP, SQ, SR, SS, ST, SU, SV, SW, SX, SY, SZ, TA, TB, TC, TD, TE, TF, TG, TH, TI, TJ, TK, TL, TM, TN, TO, TP, TQ, TR, TS, TT, TU, TV, TW, TX, TY, TZ, UA, UB, UC, UD, UE, UF, UG, UH, UI, UJ, UK, UL, UM, UN, UO, UP, UQ, UR, US, UT, UY, UZ, VA, VB, VC, VD, VE, VF, VG, VH, VI, VJ, VK, VL, VM, VN, VO, VP, VQ, VR, VS, VT, VU, VW, VX, VY, VZ, WA, WB, WC, WD, WE, WF, WG, WH, WI, WJ, WK, WL, WM, WN, WO, WP, WQ, WR, WS, WT, WU, WV, WW, WX, WY, WZ, XA, XB, XC, XD, XE, XF, XG, XH, XI, XJ, XK, XL, XM, XN, XO, XP, XQ, XR, XS, XT, XU, XV, XW, XX, XY, XZ, YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, YO, YP, YQ, YR, YS, YT, YU, YV, YW, YX, YY, YZ, ZA, ZB, ZC, ZD, ZE, ZF, ZG, ZH, ZI, ZJ, ZK, ZL, ZM, ZN, ZO, ZP, ZQ, ZR, ZS, ZT, ZU, ZV, ZW, ZX, ZY, ZZ.

The Company maintained the right of exclusive use over the remaining portion of the F Plot, while also maintaining the right of co-use over the section of 170,000 sq.m, subject to the objections being raised by Portlawn Ltd. The latter has undertaken on the basis of contract No 6728/1994 (Notary Public as above), the Company sold an independent plot, located in the south-eastern end of Property F, amounting to approximately 170,000 sq.m of the total to the Irish company "Portlawn Ltd", which thus acquired the right of its exclusive use.

Interested parties may obtain the Offering Memorandum in respect of the Company and its assets upon signing a Confidentiality Agreement.

TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990 (as supplemented by article 14 of Law 2000/91 and subsequently amended), the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
2. Binding Offers. Interested parties are hereby invited to submit binding offers, not later than Monday, September 29th, 1997, 12.00 hours to the Thessaloniki Notary Public Mrs Ioanna Chrousala-Bilissi, No 11 Tsimiski St., Thessaloniki 54624, tel: +30-51-270653, 272622, 287385, fax: +30-51-225772. Offers should expressly state the offered price and the detailed terms of payment (in cash or instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate, if any). In the event of not specifying: a) the way of payment, b) whether the credited amount shall bear interest and c) the interest rate, then it shall respectively be deemed that: a) the offered price is payable upon execution of the sale contract, b) the amount credited shall bear no interest and c) the interest rate shall be the legal rate in force from time to time. In the case the credited amount bears interest, this shall be calculated in relation to the outstanding amount and it shall be payable on the dates of payment of each instalment, unless otherwise stated by the bidder. Binding offers submitted later than the above date shall neither be accepted nor considered. The offers shall be binding until the adjudication. Submission of offers in favour of a third party to be nominated at a later stage shall be accepted under the condition that express mention is made in this respect upon submission and that the offeror shall give a personal guarantee in favour of such third party for the compliance of the obligations deriving from the sale contract.
3. Letters of Guarantee. Binding offers must be accompanied by a Letter of Guarantee issued in accordance with the sample Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to remain valid until the adjudication. The amount of the Letter of Guarantee must be DRS FIVE HUNDRED MILLION (500,000,000). Letters of Guarantee shall be returned after the adjudication.
4. Given that the Company is being auctioned as an on-going concern, it is clear that the quantity and value of stocks, finished products, raw materials and other current assets (hereafter "Current Assets") vary daily. Hence, these will be transferred as they are on the day of the signing of the sale contract. Interested parties may be informed of the actual level of Current Assets until the submission of their offer. The Liquidator and the Creditors reserve the right to ask potential buyers for a special arrangement, pertaining to a possible increase in Current Assets following the submission of their offer and prior to the signing of the contract. Potential buyers reserve a similar right with regard to a possible reduction in Current Assets.
5. Submissions. Binding offers together with the Letters of Guarantee shall be submitted in sealed opaque envelopes.
6. Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in her office, on Monday, September 29th 1997, 13.00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
7. As highest bidder shall be considered the participant, whose offer will be judged by creditors representing over 51% of the claims against the Company (the "Creditors"), upon recommendation by the Liquidator, to be in the best interests of all of the creditors of the Company. For the purposes of evaluation, an offer to be paid in instalments shall be assessed on the basis of its present value to be calculated by employing a 10% annual discount interest rate.
8. The Liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. In the event of the highest bidder not complying with such obligation, the Letter of Guarantee shall be forfeited as a penalty. Adjudication shall be deemed to take effect upon execution of the contract of sale, of the deed of payment, of the offer price or in the case of credit, of payment of the deposit and the implementation of warranties, regarding the payment of the amount due.
9. All costs and expenses of any nature, including any tax (such as VAT), duties, custom duties, any charges in favour of the state or third parties, which may need to be paid (other than those exempted by law) in respect of the participation in the Auction and the transfer of the assets offered hereby for sale, the sale contract, as well as any other act prior or subsequent to the transfer of assets shall be exclusively borne by the purchaser.
10. The Liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to any possible omissions in the Offering Memorandum, the evaluation of the offers or the appointment of the highest bidder or any decision to reject or cancel the Auction or any decision whatsoever in connection with the proceedings of the Auction. The Liquidator or the Creditors shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for the adjudication nor the participants shall acquire any right, power or claim from this Call and for their participation in the Auction against the Liquidator and/or the Creditors for any reason whatsoever.
11. This call has been drafted in Greek and translated into English. In any event, the Greek version shall prevail.

In order to obtain a copy of the Offering Memorandum and any further information please contact the Liquidator: "Ethniko Kephaleou SA, Administration of Assets and Liabilities", 9a, Chrysosplottissis St., Athens 10560, Greece, tel: +30-1-323.14.94-7, fax: +30-1-321.79.05 (attention of Mrs Marika Frangaki), or the Liquidator's agent, Mr George Dimtsas, Frangini St.9, Thessaloniki, tel: +30-51-268.626, fax: +30-51-237.110.

CONTRACTS & TENDERS

INVEST IN JORDAN
INVITATION FOR EXPRESSIONS OF INTEREST
IN ACQUIRING 51% OF THE SHARES
OF IRBID DISTRICT ELECTRICITY COMPANY (IDECO), JORDAN

The Government of Jordan ("GOJ") has commenced a privatization program to introduce private sector participation in all sectors, especially infrastructure. As a part of this program, GOJ has begun the reform of its electric power industry with the objective of creating a suitable environment for the sustainable development of the electric power, strengthening financial viability of the sector and improving the efficiency and quality of electricity services in the country. A high priority is being given to the attraction of private sector investment and expertise in power generation and distribution.

Jordan Investment Corporation ("JIC") invites expressions of interest from local and overseas investors for the acquisition of 51% of the shares of IDECO, equivalent to 1,542,540 shares. In the event that the interested party is a foreign investor, it is required that the investment be made by a consortium in which there is a minimum participation of 10% of the total shares of IDECO by a Jordanian investor in this consortium. Candidates may be electricity distribution companies, electricity operators with financial investors, financial investors who can procure electricity industry expertise, or other suitable parties.

IDECO holds a concession to distribute electricity in Irbid, Ajloun, Jerash and Mafrq governorates, which includes the provision to enter the field of generation. New industrial projects are focusing on the northern region of Jordan. Average annual industrial consumption in IDECO's coverage area has doubled from 1992 to 1996. In 1995 and 1996, electricity supplied was 576 million kWh and 642 million kWh respectively, an increase of 11.5%. Sales in 1995 and 1996 was \$26.8 million and \$32 million respectively, and net profits before tax in 1995 and 1996 was \$ 762,841 and \$ 876,448 respectively.

Interested parties should express interest by submitting:

1. A one page summary of experience in the electricity industry, or a plan to procure electricity industry expertise; and
2. Most recent annual report or financial statement or other evidence of financial eligibility, to:

Mr. Basem Al-Azhari
Transaction Manager
Assistant Managing Director, Finance
National Electric Power Company (NEPCO)
P.O. Box (2310) 11181
Amman, Jordan

Telephone: 858615 (from overseas: 962-6-858615)
Cellular telephone: 079-28568 (from overseas: 962-79-28568)
Fax: 818336 (from overseas: 962-6-818336)

by 2:00 p.m. on Monday, September 15, 1997. Eligible parties will be given further information by Wednesday, October 1, to enable them to submit a bid for 51% of the shares of IDECO.

PORT OF TALLINN
ANNOUNCES
TENDER

Port of Tallinn announces tender with preliminary negotiations for setting up a building title in Muuga port for the period of 50 years in order to construct a cargo terminal. The encumbered area is 53 354m² and prime annual payment for the building title is 172 100 EEK.

Port of Tallinn will hand over conditions of the tender at the address of Tallinn, 25 Sadama Street, room 408, Estonia, on working days from 10 a.m. to 4 p.m. (local time) at the presentation of the copy of order of payment for the participation fee. The participation fee in the amount of 3000 EEK is to be paid to the account No 2210011138983 of AS Tallinna Sadam in Hansapank, code 767. For additional information please contact Port of Tallinn, tel. 372 6 318 013, fax. 372 6 318 005.

The bids are to be presented in a sealed envelope in Estonian or English no later than 8th September, 1997 at 2:00 p.m. (local time) to AS Tallinna Sadam at the address of Tallinn, 25 Sadama Street, room 408, Estonia. The tender will be carried out according to the applicable Estonian law.

Top Flight
Leisure Ltd

Offers are invited from potential purchasers of the following parts of the above company:

- four profitable bingo clubs located in central Scotland
- Digital Link System between independent bingo clubs throughout UK
- various properties throughout Scotland - former bingo clubs and office accommodation suitable for development
- villa in Orlando, Florida

An information memorandum is available for interested parties and can be obtained by contacting either Alasdair Millar or Andrew Godfrey at Grant Thornton Corporate Finance, 114 West George Street, Glasgow G2 1QE. Tel: 0141 332 7484 Fax: 0141 333 6581.

Grant Thornton

The UK member firm of Grant Thornton International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

FOR SALE

Freehold roofing supplies business est 30 years. Due to directors retiring. South London, Surrey borders modern secure premises. One warehouse of 299 sq mtrs. 4.26 mtrs to eaves. Second warehouse with adjoining offices and trade counter 137 sq mtrs. Large enclosed concrete yard area of 929 sq mtrs with wide access and frontage of 13.5 mtrs. Sale to include whole of freehold premises, plant, and stock at valuation.

Enquiries ref No 20122, 5 Mill Lane, Highcliffe-On-Sea, Christchurch, Dorset BH23 5LA

FOR SALE

Profitable chain of coffee shops/sandwich bars based in North West. Ten top sites, prime locations, suit new or existing operator. Sales £2m principal only.

Reply to Box 85375, Financial Times, One Southwark Bridge, London SE1 9HL

LEGAL NOTICES

THE/11/03-AKAE

SCOTTISH HIGHLAND HOTELS PLC

A Partition having been presented to the Court of Sessions on 18 July 1997 by Scottish Highland Hotels plc, a company incorporated under the Companies Act and having its registered office at 20 West Regent Street, Glasgow for confirmation of cancellation of share premium account, the Court pronounced the underwritten interdict on Thursday 24 July 1997.

The Lord Ordinary, in terms of Rule of Court 10A(1), appoints the Petitioner to be intimated on the walls in common form and to be advertised once in each of the "Financial Times" and "The Herald" newspapers, appoints all parties claiming interest to lodge answers, if so advised, within 21 days after such intimation and advertisement.

Lord Johnston

all of which intimation is hereby given MacKay Murray & Speirs Solicitors for the Petitioner 3 Clerkline Street Edinburgh EH3 6AQ

INSURANCE COMPANIES ACT 1982

THE YORKSHIRE INSURANCE COMPANY LIMITED

TRANSFER OF GENERAL BUSINESS NOTICE IS HEREBY GIVEN that The Yorkshire Insurance Company Limited applied to the Secretary of State for Trade and Industry on 5th August 1997 for its approval, pursuant to Part II of Schedule 2C to the Insurance Companies Act 1982, to transfer to Trizec-Harris Forsäkringsaktiebolag all of its rights and obligations under policies written by it for the customers of the Danish Bank, De Samarbejdende Pengeinstitutter, under the brand name Privatforsikring prior to 1st May 1997.

Copies of the statement of particulars of the proposed transfer are available for inspection at Beckett House, 87 Chancery Lane, London EC2V 6AY and The Yorkshire Insurance Company Limited, Ryegate, Alle 1, DK20 0V Bellingham, Copenhagen, Denmark. Monday to Friday from 9.00 am to 5.00 pm, until 8th September 1997. Written representations concerning the transfer may be sent to the Secretary of State for Trade and Industry, Department of Trade and Industry, Insurance Directorate, 1 Victoria Street, London SW1H 0ET before 8th October 1997. The Secretary of State will not determine the application until after considering any representations made to him before that date.

PUBLIC NOTICES



Water Industry Act 1991 Section 8 (3)
Proposal by the Director General of Water Services
to vary the Appointments of Anglian Water
Services Ltd and Severn Trent Water Ltd as
sewerage undertakers
Site of former RAF Finningley, near Doncaster

The proposal

The Director General proposes:

- To vary Anglian Water Services Ltd's (Anglian) Appointment as a sewerage undertaker, so that it applies to part of the sewerage area of Severn Trent Water Ltd (Severn Trent) previously known as RAF Finningley, near Doncaster. Parts of the former RAF Station (Finningley) are now occupied by the Ministry of Defence, Annington Homes Ltd and Cymet Homes Ltd;
- To vary Severn Trent's Appointment as a sewerage undertaker, by excluding Finningley from it.

At present, Finningley receives no sewerage services from Severn Trent, because it has its own sewerage and sewage treatment facilities. If appointed, Anglian intends to continue to operate those facilities separately, that is without any connection to Severn Trent's system.

The Director considers that this proposal will facilitate competition in the supply of sewerage services. He has told Anglian that its sewerage charges should not exceed those that would be charged by Severn Trent.

The representation of customers' interests

The Director has appointed ten Customer Service Committees (CSCs). These Committees have responsibilities for the representation of the interests of customers of those water and sewerage companies which are allocated to each of them. Anglian's customers are served by Eastern CSC, which is based in Cambridge. Severn Trent's customers are served by the Central CSC, based in Birmingham. Yorkshire Water Services Ltd, which provides water services to customers at Finningley, is allocated to the Yorkshire CSC, based in Leeds.

If, following consideration of the responses to this notice, the Director decides to carry out this proposal, he intends that the interests of Anglian's sewerage service customers at Finningley should be represented by Yorkshire CSC, so that their interests as both water and sewerage customers are represented by the same, locally-based CSC.

Any representation about, or objection to the proposal, or about the representation of customers, should be sent in writing to Dr Tony Ballance, Chief Economist, Office of Water Services, Centre City Tower, 7 Hill Street, Birmingham B5 4UA (Fax: 0121 625 1379) so as to be received not later than 5.00pm on Friday 12 September 1997.

Pressure on sterling eases after fourth increase in cost of borrowing

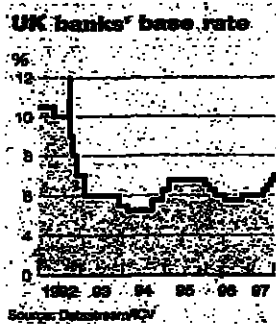
Central bank raises rates to 7%

By Robert Chote,
Economics Editor

The Bank of England successfully talked down the pound yesterday, raising UK interest rates for the fourth month running but indicating that they are now probably high enough to hit the inflation target set by Mr Gordon Brown, chancellor of the exchequer.

The monetary policy committee of the Bank, the UK central bank, voted to increase base interest rates by a quarter of a percentage point to 7 per cent. Borrowing costs have not been higher since late 1992, when rates were being cut sharply following sterling's departure from the European exchange rate mechanism.

"In the light of the prospect for domestic demand and on the basis of all the evidence currently available, the committee judges that [the] rise is necessary to put



the economy on track for achieving the inflation target of 2.5 per cent, looking two years ahead," the Bank said following the move.

But in a clear signal to the currency markets, the monetary committee added that "upward pressure on the exchange rate should be reduced by the perception that interest rates have reached a level consistent with the inflation target". This pushed sterling to

Construction orders in the second quarter of this year were the highest for 18 months, government figures showed yesterday. Mr Nick Raynsford, construction minister, said the figures reflected the continuing improvement in demand for a wide range of building and civil engineering works, Andrew Taylor writes.

Orders were 5 per cent higher in real terms than in the first quarter of this year and 5 per cent higher than in the same period last year.

The National Council of Building Material Producers last month predicted that the rise in industry output would rise by 3 per cent this year, increase by a further 4 per cent in 1998 and rise by a further 2.5 per cent in 1999 - well ahead of forecast growth in the UK economy as a whole.

102.8 per cent of its 1990 value, against a "trade-weighted basket of currencies, down 1.1 points on the day and its lowest close since Budget day on July 2. Against the German D-mark it fell by 3 pence to DM2.97.

Sterling's fall reflected a sharp decline in the expected level of interest rates on the financial futures market. The rate predicted for December fell from 7.45

per cent to 7.31 per cent.

In spite of the lower base rate, forecasts, business groups criticised the rise. "This is the last thing Britain's exporters and their suppliers need at this time," said Mr Ian Peters, deputy director-general at the British Chambers of Commerce.

The Confederation of British Industry argued that weak exports will slow the economy substantially during 1998. Its latest survey of

retailers showed annual growth in spending volumes slowing slightly.

The Bank's statement implied that its quarterly Inflation Report, published next week, will show inflation set to hit the government's target in two years.

But the Bank's characteristically tortuous wording deliberately left open the possibility that base rates might have to rise again in coming months if inflationary pressures look more of a threat than at present.

City of London economists were divided on the prospect for rates in coming months. Deutsche Morgan Grenfell said: "The Bank may well keep interest rates on hold for a few months, but the strength of domestic demand and eventually softer sterling means another rate rise this year and a peak of 8 per cent next year."

Lex, Page 18

Closure of site will end 2,500 years of tin mining

By Kenneth Gooding
In Redruth, Cornwall

Tin mining is to end in Britain after more than 2,500 years. South Crofty, the last mine in the far south-west county of Cornwall, is to stop production.

The owners blamed the strong pound and the weak dollar tin price for South Crofty's decline into unsustainable losses of more than £1m (£1.83m) a year. Closure will cost 266 jobs in an area where one in four males is unemployed.

Mr Gerry Wright, secretary and co-founder of Crew Development, the Cornwall natural resources group which controls South Crofty, admitted that it would be "a devastating blow" to the local towns of Redruth and Camborne which have benefited from about £3m a year pumped into the local economy by the mine in the form of wages and payments for other services.

More than 1,500 individual investors who answered an emotional appeal three years ago to provide a total of more than £1m to preserve South Crofty and the last vestiges of tin mining in Cornwall have lost most of their cash.

Mr Wright and Mr John Darch, president of Crew, personally put £3m into South Crofty, and their Toronto-listed company will have to write off up to £3.8m.

Mr Wright said South Crofty was scheduled to produce 2,200 tonnes of tin this year but was losing more than £600 for every tonne it produced because of a 27 per cent drop in the sterling price of the metal in the past 15 months. There was no sign that prices would recover.

It will take about six months for the mine to be made safe and finally closed. Demand for tin has been weak since the 1970s although the Cornish mine has been under pressure since the discovery of low cost deposits in countries such as Indonesia and Thailand.

Tin plate has lost out to aluminium and other materials in the packaging business and there is relatively little growth in its other main market, solders. Consumption of refined tin in the western world peaked at 214,000 tonnes in 1973. Last year it was 174,600 tonnes, 18 per cent below that level.

At the peak of production in the 1870s, Cornish tin mines employed 30,000. Cornwall's St Just Mining District was then the tin mining centre of the world and tin was the backbone of Cornwall's economy.

UK NEWS DIGEST

Pension ratio 'among lowest'

The pension of the average British employee is one of the lowest in Europe relative to salary earnings, a report by Sedgwick Noble Lowndes, a leading employee benefits consultancy, said yesterday. British employees on national average earnings retire on an average net pension of less than 80 per cent of net earnings, the second lowest ratio in Europe, it added.

In the European Union, only firms earning average wages retire on a lower percentage. The government recently said it would review the entire structure of pensions provision over the next 12 months. After deductions for income tax and benefit contributions, the average British employee - defined as a married individual earning the annual national average of £18,200 (£29,850) - retires on a net pension of 77 per cent of net earnings.

Average earners in Greece do best of all, retiring on 103 per cent of earnings and "making them better off in retirement than in work", according to Sedgwick. Close behind are the Germans and Italians, whose pensions, according to Sedgwick, replace 94 per cent and 95 per cent of earnings respectively.

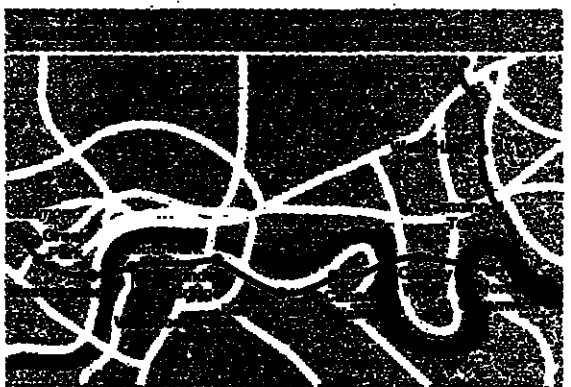
However Sedgwick also found that higher earners in the UK do better than in a number of European countries. In the UK someone earning £72,800, or four times the national average, will receive 80 per cent of it in retirement. In France, high earners receive a pension equivalent to 72 per cent of earnings, in Germany 64 per cent and in Austria 69 per cent. *William Lewis, London*

LONDON UNDERGROUND RAILWAY

Docklands extension 'on target'

The 18km extension to the Jubilee line on the London Underground railway remains on target to open in September next year, engineers insisted yesterday. They said the target remained even though contractors are being forced to pay big overtime bonuses to keep the project on track.

The extension will pass to the south of the City and through the Canary Wharf development in the Docklands district to the east.



Managers appointed by London Underground to oversee the project were responding to reports that contractors are paying some workers up to £1,000 (£1,680) a week, including bonuses, to overcome delays.

Previous delays have meant the original opening date of March 1998 has already been put back six months while the cost of building the extension from Green Park in central London to Stratford in east London has increased by £700m. *Andrew Taylor, London*

UNIVERSITY EDUCATION

Thousands may try to avoid fees

Up to 90,000 extra students are set to apply for higher education courses in an attempt to avoid paying the tuition fees which the government intends to introduce in just over a year. The Universities and Colleges Admissions Service (Ucas) yesterday warned that thousands of students might forego the traditional "year out" between school and university to avoid the introduction of tuition fees in 1998.

Mr Tony Higgins, Ucas chief executive, said late applications were already 38 per cent up on last year. "There is already considerable pressure on places," he said. "The big question is how many of the 90,000 who normally take a year out will come on to the market this year."

Ucas said that in total there had been 433,000 applicants for 310,000 places. *Liam Halligan, London*

NORTHERN IRELAND

Threat to talks involving IRA wing

The Rev Ian Paisley, leader of the hardline Protestant Democratic Unionist party in Northern Ireland, said yesterday that he would refuse to take part in talks about the future of the region if Sinn Féin were allowed to join the talks as planned next month. Sinn Féin is the political wing of the Irish Republican Army, which has just declared a second ceasefire.

Mr Paisley said after meeting Ms Mo Mowlam, chief Northern Ireland minister in the British government, that the present talks process was "dead in the water" because "it cannot produce anything acceptable to the majority of people in Northern Ireland". He added: "We will not negotiate the union [with Great Britain], because the union cannot be negotiated by this party or by the government of this country."

Ms Mowlam said later she had learned that there was always room for movement in bargaining in Northern Ireland. A man of 19 found wounded in both legs in Belfast, Northern Ireland's principal city, on Wednesday night was the victim of a "punishment shooting" by a paramilitary organisation, police said yesterday. The victim was abducted in an anti-republican "loyalist" district of the city, and taken to another area where he was shot. His wounds were not thought to be serious.

Four cleared of bid to rig soccer matches

By John Mason,
Law Courts Correspondent

Footballers Mr John Fashanu and Mr Hans Segers and a Malaysian businessman were yesterday cleared by a jury in the southern England city of Winchester of attempting to rig the results of top-level English soccer games.

After a high-profile trial lasting two months, Mr Fashanu, the former Wimbledon and Aston Villa player, Mr Segers, a former Wimbledon goalkeeper, and Mr Heng Suan Lim walked free from court, unanimously acquitted of conspiring to give or receive bribes to influence the outcome of Premier League matches.

Mr Bruce Grobbelaar, the former Liverpool and Southampton goalkeeper, was also acquitted of the conspiracy charge. However, the jury has yet to reach a verdict on

a further charge against Mr Grobbelaar alleging he corruptly accepted £2,000 to influence the outcome of a match. The jury was sent home yesterday and will resume its deliberations today.

After the verdicts, the Football Association issued a short statement announcing it had set up an inquiry into the rules for betting and forecasting within the game. The inquiry is to be headed by Sir John Smith, a former deputy commissioner of London's Metropolitan police, and is expected to report within three months.

It was the second time the four men have been tried for the alleged offences. At their first trial earlier this year, the jury was unable to reach verdicts. The prosecution had alleged that the four men had plotted to fix games for a Far Eastern betting syndicate.



Arriving at Winchester court yesterday (clockwise from left): Netherlands footballer Hans Segers and his wife Astrid; former goalkeeper Bruce Grobbelaar from Zimbabwe; British soccer player John Fashanu and Malaysian businessman Heng Suan Lim

Blair to present nation's 'annual report'

By John Kampfner,
Chief Political Correspondent

Mr Tony Blair, the prime minister, is to deliver an annual assessment of government performance with official statistics to back up a speech and detailed report, all paid for by taxpayers.

The plan will be announced today by Mr Peter Mandelson, minister without portfolio, and Mr John Prescott, deputy prime minister, as the government celebrates its first 100 days in office after bringing to an

end 18 years of Conservative government in the election of May 1.

The first exercise, which is expected to take place next May - to mark the first anniversary of the Labour landslide - would, officials say, resemble a chief executive's report to "the shareholders of Britain plc".

The report would measure the record of departments over the previous 12 months against set targets and manifesto pledges. It would not, however, rate the performances of individual cabinet members.

Labour said the idea was part of

its promise of more open government. The Conservatives denounced it as a waste of money. "It is yet another public relations device for the Labour government to promote itself at taxpayers' expense," said Mr Francis Maude, the Conservative shadow culture minister.

Aides to the prime minister said the aim of the report was to ensure that the government remained focused on the "big picture, the long term and central goals". A condensed version of the full report would be made available to voters.

similar to material handed out before the general election. Ministers had originally scoffed at the idea of a set-piece event to herald Mr Blair's first 100 days.

However, more than a week of negative publicity - from the loss of a by-election in London; the suicide of one of the party's MPs; embarrassment over the shareholdings of Lord Simon, competitiveness minister; and private life problems for Mr Robin Cook, foreign secretary - convinced them of the need to re-take the offensive.

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which break the rules will be subject to fines of up to 10 per cent of UK turnover.

The bans will be enforced by the director-general of fair trading, who is to have new powers to carry out dawn raids on companies and search and seize materials. The director-general's decisions will be subject to appeal at a new body to be set up within the new commission.

Competitors and customers affected by anti-competitive behaviour will also be able to sue for damages in the courts. Mr Nigel Griffiths, minister for consumer affairs and competition, said: "The government is standing up for the consumers and the little growing companies against the big players who dominate markets."

The proposals were welcomed by consumer groups, including the Consumers' Association, which said: "The government is doing what we have wanted for a long time."

Monopoly game, Page 17

Monopolies watchdog to quit ahead of reforms

By Robert Rice
and Stefan Wagstyl

Sir Graeme Odgers, chairman of the Monopolies and Mergers Commission, yesterday announced plans to retire early, following the publication of government proposals for widespread reform of UK competition law.

Sir Graeme will quit in December, 15 months before his contract ends, leaving the way free for the Labour government to appoint a successor to help oversee implementation of its plans. They include replacing the MMC with a Competition Commission with wider powers.

Sir Graeme, 63, said he was stepping down early so that he could end his career with a job in the private sector. He denied there had been any rift with Mrs Margaret Beckett, chief industry minister. "I strongly support the proposals being put forward by Mrs Beckett," he said.

But Sir Graeme has strongly opposed the introduction of a ban on anti-competitive conduct by companies which dominate their markets - one of the main strands of the government's reforms.

MMC officials say the chairman has also been "surprised" by some of Mrs Beckett's decisions since taking office - such as her decision to overrule the MMC and block the Bass/Carlsberg-Tetley breweries merger.

Announcing the reforms yesterday, Mrs Beckett said that Sir Graeme's successor would be appointed by open competition. The new MMC

chairman will become the first chairman of the Competition Commission when it comes into existence in 1999.

A bill to be presented in the autumn will introduce a ban on anti-competitive agreements such as price fixing or market sharing cartels and on behaviour such as predatory pricing by companies which dominate their markets.

The new law will be based closely on European competition rules so as to reduce the burdens of compliance on UK industry. Companies

which break the rules will be subject to fines of up to 10 per cent of UK turnover.

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The government's response to the Hampel report was described by one policy adviser as "guarded". Ministers are still to reach a decision on whether to establish a permanent corporate governance commission, following completion of the Hampel committee's work.

interim, preliminary, and half yearly results rather than annuals. But only the final accounts are fully reviewed by external auditors.

"While I liked the report, I am disappointed that information, like the half yearly results, is not going to be subject to some level of assurance or review by external auditors," said Mr Ian Plender, chairman of the Auditing Practices Board.

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Latest corporate governance committee has the task of incorporating two earlier sets of rules

Shareholder groups open harmonisation talks

By Jim Kelly and William
Lewis in London

Talks are under way between the UK's two leading shareholder groups in an attempt to merge their corporate governance voting guidelines.

The Hampel committee, whose report was published on Tuesday, urged the National Association of Pension Funds and Association of British Insurers, the two leading shareholder representative bodies, to attempt to find a solution to the problem of companies having to comply with too many governance codes.

While the ABI and NAPF are confident of reaching agreement on a merged code, officials at both organisations concede that it could

prove difficult to persuade institutional investors to tear up their own codes of practice.

Elsewhere, the Hampel report is being studied rapidly as the committee has announced that comments should be lodged by September 30 - with a final report in December.

The task facing the committee will be completing its aim of amalgamating its report with those of Cadbury and Greenbury, the two previous corporate governance reports.

The idea of a single corporate governance "bible" was welcomed by some. Mr Martin Scicluna, chairman of Deloitte & Touche, said: "It is important that companies are not subjected to a proliferation of codes." But there is unease that amalgamation

might lead to confusion over what is a principle and what is a rule.

"It's pretty confusing at the moment," said one of the UK's leading auditors.

Sir Ronald Hampel said on Wednesday: "The suggestion that we might bring together the Cadbury and Greenbury codes was made for administrative simplicity - it was not in any way to weaken Cadbury or Greenbury."

One area of the report which may spark a debate is that of measuring performance.

Mr Peter Smith, chairman of Coopers & Lybrand, and a member of the Hampel committee, said there was interest in how some big companies measured directors' performance.

"Such procedures can

improve the cohesiveness of the board and ensure that every director delivers at the highest standard; they are worthy of wider development," he said.

"It is at the heart of the committee's recommendations that once in the boardroom, all directors, whether executive or non-executive, should act as one body."

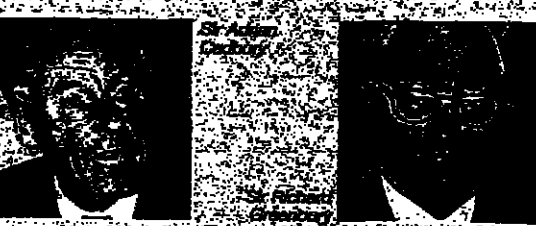
"All the directors, as the board, must take responsibility for the proper governance of the business. To do so effectively, the directors must be of the right calibre, bringing openness, thoroughness and objectivity to bear in the conduct of their respective roles. If they fall short, others may be able to identify the deficiency and take some action, but they cannot make it good."

Hampel took a novel line on the concept of widening the directors' responsibilities to judge risks - beyond the strictly financial. "Directors should maintain and review controls relating to all relevant control objectives and not merely financial controls," says the Hampel report.

"This recognises the fact that the thing which might bring down a business is not the general ledger being out of balance but a problem with the manufacturing process," said Mr Graham Gilmour, of Price Waterhouse.

There was some disappointment that the report had not - as expected - looked at financial reporting beyond the annual report and accounts. Most shareholders and analysts react to

Points from Hampel's predecessors



September 1992
Pay packages of chairman and directors should be determined by shareholders.
Audit committees should be established in all companies with listed securities and without the presence of senior directors.
Within financial statements should be included with substance although they need not be signed by auditors.

March 1995
Privatised water and energy companies should retain their remuneration packages until their successors and make a full report to shareholders for consideration at the next annual general meeting.
For any company with listed securities, the report should be made available to all shareholders and not just to those who have applied for shares.

July 1996
Long-term incentives should be included in the remuneration package of directors and senior executives.
Shareholders should be encouraged to vote on the remuneration of directors and senior executives.
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RECRUITMENT

City bonuses have risen but banks are linking them to performance, says Richard Donkin

Jackpot reserved for achievers

The big bonuses that were handed out in many of the London-based investment banks at the end of 1996 are beginning to show in the pay statistics assembled by Monks Partnership in its latest quarterly guide.

Anecdotal evidence suggests that the 150 or so banks participating in the survey were putting their base pay increases over the past 12 months at about 5 per cent, although Monks found that its own comparisons between pay rises reported for 1996 and those for 1997 pointed to a 12 per cent average increase.

A reason for the difference could be the difficulty some banks are experiencing replacing leavers. This means that some are upgrading jobs to attract people.

Bonus payments on average have risen less steeply than some well-publicised rises at the turn of the year may have suggested. Front-office bonuses were running at nearly a third of base salary in 1996, rising to nearly 40 per cent of base salary in 1997.

But some bonuses in certain areas did rise steeply. The table shows that the

Salaries, bonuses and car allowances in City of London finance

Position	Base salary			Average salary		Car provision/allowance		
	Lower quartile 2000	Median 2000	Upper quartile 2000	Salary 2000	Bonus %	With car 2000	Value 2000	Annual allowance 2000
Chief executive	138.1	160.5	184.1	156.9	48.4	82	28.1	8.1
Managing director	120.1	140.5	164.1	140.9	44.5	87	32.6	7.8
Director	116.7	121.0	135.8	123.1	34.9	100	19.8	8.0
Senior manager	90.9	98.5	109.3	99.3	25.3	80	18.5	6.8
Manager	100.0	111.5	125.0	111.7	24.2	67	26.2	6.7
Senior adviser	80.0	100.0	120.0	100.0	14.5	64	21.8	7.5
Adviser	75.0	85.0	95.0	85.0	14.1	74	22.5	7.5
Legal services head	59.9	72.0	85.1	74.0	21.7	78	16.5	6.0
Legal services adviser	75.0	95.0	100.0	95.0	10.0	75	23.8	7.6
Legal services manager	82.8	72.0	85.0	76.7	34.0	73	17.2	5.9
Legal services adviser	59.9	72.0	85.1	74.0	21.7	78	16.5	6.0
Legal services manager	40.9	47.1	52.0	46.6	8.5	28	14.0	5.5
Legal services adviser	28.7	30.2	33.7	31.4	6.3	5		4.9

bonuses of a fund management director, for example, was almost as big as the base salary in the 12-month period covered by the survey. This compared with figures in the

last quarter which indicated a bonus worth about half as much for the same job. Just how many of those bonuses were earned by skill and judgment is not clear.

salary, resulting from poor performance against specific targets.

It seems that banks are still prepared to pay to get a top-level performer but if performance targets are not achieved this may result in termination or renegotiation of the package downwards," says Monks.

There is an argument that a second language could be introduced during a child's earliest formative years. But there seems an even greater need to include language training in business courses, given the desire of many companies to broaden the international experience of their managers.

A survey carried out earlier this year by Grant Thornton, the accountants, found that only 38 per cent of British companies could claim to have even one executive with a second language, the second-worst record in Europe behind Ireland. While some argue that English is the international business language, the rise of Asian economies and those in South America, where Spanish predomi-

nates, suggests companies would be mistaken to rely on English alone. Those western companies which have executives with good language skills may find themselves better placed to take advantage of the opportunities in these markets.

Marcel van Miert, director of the European Business School in London, believes that the educational establishment and students tend to underplay the importance of a second language.

"We really should try to put languages within degrees, regardless of whether the degrees are business or engineering," he says. Students who enrol at the European Business School must study at least one language as part of their degree. Some study two languages in addition to business subjects. The courses include periods of work and study in the countries where the language is spoken. Whether such an emphasis

on language should be made obligatory in UK university courses is a matter of debate but students may be advised to choose courses attached to languages because language abilities are prized increasingly by company recruiters. Van Miert points to the US educational system which used to insist upon a second language as a part of Phd studies and which, he says, is beginning to move back to this model.

Dearing's failure to recommend reforms in language training may be less of an oversight and more of a blessing in disguise since the best way of reforming the system would probably be to take a root and branch approach to the way languages are taught at every school age, not just in higher education. While there may be a solid business case for such reforms there is also a social argument for second language abilities among the British. The best way to earn the respect of fellow Europeans is to show some willingness to learn a fundamental aspect of their cultures - the language.

E-mail: Richard.Donkin@FT.com

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American Express Bank is a major US bank with a presence in 36 countries worldwide. We are a trusted partner for wealthy entrepreneurs and local financial service institutions. Our principal businesses are correspondent, commercial and private banking and personal financial services.

American Express Bank Ltd. is an Equal Opportunities employer.

Private Banking Senior Relationship Management

American Express Bank Ltd. wishes to recruit a Senior Relationship Manager, based in London, to focus specifically on India and the Sub-Continent. The Bank has a significant presence in the region with access to many long-standing substantial clients.

The primary responsibility will be to develop new and increased business from this blue chip contact base and project a long term organisation commitment to the country that will attract a significant flow of new business. Products offered by the Bank include a leading range of mutual funds, discretionary investment products, advisory work (including FX and asset allocation), as well as a full range of Credit, Fiduciary and Treasury products.

The successful candidate will have at least 10-15 years' experience of working with Indian clients, and will therefore be fully versed in the culture, and have demonstrated business development skills by past experience in leading commercial banking, retail banking and treasury activities in the Indian market. Particular emphasis will be placed on communication skills, team work and the core competences that correlate to a successful track record in marketing, sales and relationship development to generate increasing business.

This is an exciting opportunity at senior level within the Bank and thus a substantial package will be available for the chosen candidate.

Interested candidates should write with their CV, in strictest confidence, to: Mrs. M. Groves, Human Resources, American Express Bank Ltd., 60 Buckingham Palace Road, London, SW1W 0RR.

FINANCIAL ENGINEER/STRUCTURER

Our client is an established and innovative provider of risk management products to financial institutions, corporates and sovereigns who use derivative products. As a result of planned expansion they are looking to hire an additional financial engineer/structurer.

Responsibilities will include:

- Structuring: Providing financial engineering support to the marketing team and developing client specific solutions and models in the areas of fixed income, foreign exchange and equity derivatives.
- Marketing: Presentations to European clients, in particular insurance and reinsurance companies.
- Product Development: Collaborating with the Research, Systems and Trading Groups in the development of derivative products applicable to the insurance/reinsurance industry.

Experience required:

- Strong analytical and mathematical modelling skills gained within an insurance/reinsurance environment. An exceptional understanding of financial mathematics (e.g. interest rate modelling, option pricing theory).
- Educated to post graduate level with concentration in econometrics, mathematics or similar disciplines.
- A second European language - preferably French or German.
- Competence in spreadsheet modelling and the development of Excel add-ins.

For further information contact Simon Smyth, quoting reference SSF7033, on 0171 247 7444. Alternatively, send your CV to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JL. Fax: 0171 247 7476. Email: ssmyth@mcgregor-boyall.co.uk

McGregor ■ Boyall

FOOTBALL TRADER REQUIRED FOR INTERNATIONAL OPPORTUNITY

Position available for highly motivated young person. The successful applicant should possess:-

- A high level of numeracy and mental agility
- A clear understanding of prices, probabilities and odds
- Knowledge of European Football
- Experience in Sports Betting or City Trading

The successful applicant can expect:-
• An attractive salary and bonus
• Benefits and relocation package.

Replies in confidence to Box A5478, Financial Times, One Southwark Bridge, London SE1 9HL

APPOINTMENTS WANTED

Service Industry Travel Related Business

COUNTRY MANAGER/MANAGING DIRECTOR

of a worldwide operating leisure & entertainment blue chip enterprise is currently exploring the possibility of a new challenge- worldwide.

10 years international industry experience, strong background in marketing & sales, budgeting & controlling, M & A.

University degree, trilingual, total PC literate.

Contact Box A5480, Financial Times, One Southwark Bridge, London SE1 9HL

Sales Specialist Eastern Europe

Treasury

Our client, an international investment bank, is developing its exposure in Russia and Eastern Europe. They seek a high quality marketer to develop precious metals and foreign exchange related business with banks/financial institutions in this region.

Candidates must have the following essential attributes:-

- Fluency in Russian, English and German.
- Minimum of two years' proven track record in business development in the above products and geographical areas.
- Knowledge of margin trading.
- Flexibility to relocate at short notice.
- PC literacy.
- Relevant degree-level qualifications.
- Excellent interpersonal skills.

These interested should write quoting Ref. 450, enclosing a full C.V. to BEM Selection, 76 Woking Street, London, EC4M 9BJ including contact telephone numbers. All applicants will be treated in the strictest confidence.

BANKING

Investment/Merchant Senior Sales Mgr

NY based Investment & Merchant Banking firm seeks a London based Senior Sales Mgr to run a new London Office. Qualified candidate should have an existing working book & at least 10 yrs exp in the securities industry.

Please fax to: Mrs. Michelle Kholodilova at 001-212-450-9439. All inquiries will be kept confidential.

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please call: Tel: 0171 252 4000

Financial Times

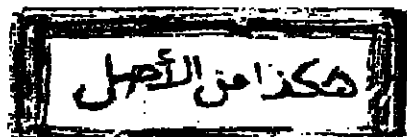
Market Analyst - Europe

Stone & McCarthy Research Associates, a growing financial and economic research firm, are seeking a market analyst for European fixed income markets.

- The ideal candidate will:
- Work as part of a team tracking bond market flows, rumours, economic data and key political events.
- Have a degree in economics and a minimum of one/two years' experience in financial markets.
- Be fluent in English and another European language, both written and spoken.
- Have a strong academic background and advanced computer skills, as the ability to produce timely and accurate commentary on market developments is essential.

Salary will be very competitive and based on relevant experience.

Contact: Gary Keady, Stone & McCarthy Research Associates, City Gate House, 38-46 Finsbury Square, London EC2A 1PD. Tel: 0171 638 1094 Fax: 0171 638 1095, email gary@scma.co.uk



ACCOUNTANCY APPOINTMENTS

Sweden • United Kingdom • United States • Australia • Belgium

BP **SENIOR ACCOUNTANT**

Major, fast-track international oil exploration, appraisal and development

Baku, Caspian Sea c.£50,000 + benefits

BP are in partnership with the State Oil Company of the Azerbaijan Republic (SOCAR) and a number of non-Azeri oil companies in two major consortia, the Azerbaijan International Operating Company and Shah Deniz, and have an Alliance representative office with Statoil in Baku. BP operates the Shah Deniz field on behalf of the shareholders and is engaged on a 3-year exploration and appraisal programme. This is a unique opportunity to join a small team delivering all aspects of financial accounting and management reporting to the BP/Statoil Alliance, a company whose objective is to be the most valued in the Caspian involved in the revitalisation of the nation's oil industry and economy.

The role

- responsible for revenue accounting associated with the Early Oil Scheme
- manage treasury, banking, accounts payable, taxation and payroll activities
- work with the Shah Deniz project team on material and contracts accounting
- maintain networks with both BP and Statoil home offices
- coach and develop Azeri employees.

The person

- qualified accountant with international oil industry experience
- ideally fully conversant with revenue oil accounting and with experience of materials and contracts control systems
- keen to be involved in all financial and control aspects of the business unit
- flexible, adaptable and able to work across disciplines to integrate elements from each.

Baku, a cosmopolitan city with a population of 1.5m including a fast-growing expatriate community, has limited but improving facilities. An internationally competitive remuneration package will be provided and employment terms include "2-year renewable contract, married- or single-status "free fully furnished accommodation "free local medical care "9 weeks' annual leave including R&Rs - paid transportation "free schooling for accompanying children. Please fax or mail full career details to Andrew Millard, Executive Search and Selection, Ref: 006S/AGM/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR, UK. Fax: +44171-333 5050.

Offices: London (0171) 730 0000 Birmingham (0121) 454 5751

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OVERSEAS FINANCE CONTROLLERS

The Organisation

Our client is a large international plc with world-wide operations in the USA, Europe and the UK. Commitment to expansion into new markets and investment in technology has created an enviable growth record.

The Role

Two vacancies exist based in Vienna and a location in Eastern Europe. Reporting to the European Finance Director and working closely with the commercial director, you will assume autonomous control of the finance function. As Financial Controller, you will be part of a senior management team and be fully involved in achieving targets. Your responsibilities will include:

- Production of a monthly reporting pack for the business unit.
- Overseeing all financial matters including business planning, budgeting and forecasting. Liaison with Senior Managers.
- Financial appraisal of a new projects.
- Monitoring and analysing costs.
- Managing a team of seven staff including two Accountants.

The Appointee

- A graduate Qualified Accountant with approximately five years PQE gained within a commercial environment.
- Ideally fluent in a second language, possibly East European.
- Effective communication skills at all levels are essential to succeed within this dynamic organisation.
- Package includes flights home every 6 months and accommodation and relocation costs.

To apply, please write enclosing your CV and current salary details to our Recruitment Advisor, Heidi Cohen, Hays International, 14 Great Castle Street, London W1N 7AD. Tel: 0171 436 9964 Fax: 0171 436 6385. This position is being handled exclusively; all direct responses will be forwarded to Hays Accountancy Personnel.

Hays Accountancy Personnel

International auditing opportunities

Unisys is one of the world's largest IT companies, with over 40,000 people in 100 countries. Because of our client-focused approach, and our ability to offer practical and creative solutions to other people's business problems, we have grown to become the IT company of choice for some of the world's largest commercial and governmental clients. Now, due to internal promotions, we have opportunities for experienced professionals to join a worldwide team of 40 auditors.

Audit Manager - South America

Tax Free Salary

Reporting to the US-based Vice President and General Auditor, you will take responsibility for planning, performing and reporting financial and operational audits throughout South America.

You will be supported by a team of two staff and can expect to spend between 12 and 18 months in this position before having the opportunity to take on a line management role.

This is an extremely challenging and demanding post. To succeed you should be a qualified ACA and fluent Spanish speaker who is willing and able to travel independently throughout South America.

Your application will be preferred if you have received high quality professional training from one of the 'Big Six' firms and have line management experience. Ref: HN2877

Senior European Auditor

Unbridge

Based in Unbridge, but travelling regularly and extensively across Europe, you will spend the next two years in a hands-on operational and financial auditing role, before having the opportunity to move into a line management position.

A qualified ACA preferably trained by one of the 'Big Six', you must be fluent in one other European language and able to perform in a range of fast-moving and dynamic business environments. Previous line management experience would be desirable. Ref: HN2878

If you would like to apply for either of these roles, and if you are an ambitious, career-orientated individual, with the wherewithal to make an immediate and imaginative impact on our business, then please send your CV to Harvey Nash Plc, 15 Bruton Street, London W1X 7AR. Tel 0171 333 0053 quoting the relevant reference number. You may also apply via: http://naps.com/Harvey_Nash

Unisys is an equal opportunities employer.

UNISYS

When information is everything

Divisional Financial Controller

C London c £40,000 + Car + Bens + Share Options

With a long established reputation in the sector, this specialist media business has a turnover of around £60 million. The company has advanced plans for a Stock Exchange listing within the next 18 months. Ambitious expansion plans for the division will utilise state-of-the-art technology and acquisitions to maintain the current high rate of growth.

Reporting to the Divisional Chief Executive, this is a highly influential role with specific responsibility for the following areas:

- Management reporting for the division including analysis and interpretation of the results.
- Strategic planning, budgets and forecasts.
- Ad-hoc projects including acquisitions.

- Development of management information systems to support and facilitate continued growth.
- Presentation at Board level of results and internal liaison with operating line management.

The successful candidate is likely to have at least three years post qualification experience. Candidates with a demonstrable record of success in commercial, change orientated environments will be preferred. The ability to deal with pressure while retaining a sense of humour will prove a key personality trait.

Interested applicants should apply in writing to Guy Stacey at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, quoting reference 362092.



Michael Page Finance

Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds Maidenhall Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

Group Finance Director
New Technology Services Group

Central London c.£60,000 + Significant Share Options

Backed by a group of quoted companies, our client is a recently formed provider of new technology services to the corporate sector. The company has adopted an integrated and total solutions approach to its service offering and can look forward to exceptional prospects and a likely full stock market listing.

Exemplary financial management will be critical to its success, as will a progressive approach to the business systems underpinning its growth. Reporting to the Chief Executive, the new Finance Director will:

- develop long term plans and subsequent reporting, control and audit procedures;
- manage key relationships with banks and institutional investors and assess viability of client service contracts;
- develop and implement new IT and accounting systems.

Candidates will be graduate qualified accountants with commercial flair and outstanding communication skills. A broadly based finance background and strengths in business and financial planning are mandatory. These should ideally have been gained through a combination of blue chip training and experience in a high growth services environment. Additionally, experience of the IT industry and in preparing a company for flotation would be of particular interest.

This appointment offers a unique opportunity to shape and share in the success of this rapidly developing group. The comprehensive benefits package includes an opportunity to build significant equity through options. Please send a full CV in confidence to GKRS at the address below, quoting reference number 746J on both letter and envelope, and including details of current remuneration.



SEARCH & SELECTION

86 JERMYN STREET, LONDON SW1Y 6JD. TEL: 0171 468 3800
A GKRS Group Company

Scandinavian Management Accountant
UK based sales accounting role with a Nordic brief

To £30,000 + car + benefits

MASSEY FERGUSON, the world's leading tractor brand is now part of the highly successful AGCO Corporation, a global manufacturer and distributor of agricultural equipment with 1997 sales projected to exceed \$3bn. Our high quality tractors, combines and machinery are marketed in over 140 countries, through an extensive dealer and distributor network.

Based at our European headquarters in Coventry, Warwickshire, this high profile appointment offers a unique career challenge to a qualified Accountant - CIMA or equivalent - seeking to optimise their Scandinavian language and accounting skills with the market force in agricultural equipment. A background in the distribution or automotive sector would be advantageous.

You will take responsibility for all aspects of Sales Accounting for the agricultural and forestry equipment sold by AGCO in Norway, Denmark and Sweden to local dealers. This will directly involve you in a major investment programme, centralising European country finance functions into Coventry and developing common 'best practice' systems.

Working closely with senior sales/finance colleagues, you will also provide a high level of financial support and assistance to our Scandinavian managers, whilst accounting, reporting and controlling sales margins and inventory. Controlling discounts and incentive programmes will be additional responsibilities in this very autonomous role.

Experience of controlling the financial aspects of sales growth including meeting Scandinavian accounting, statutory and legal requirements will be essential. Systems implementation experience would be advantageous.

You must have first class communication and interpersonal abilities and be committed to developing your financial expertise in a multi-national organisation undergoing considerable change.

Fluent English and either Danish, Norwegian or Swedish is essential. PC literacy and a willingness to travel overseas will be vital.

Relocation assistance will be given where appropriate.



Please write with comprehensive CV to: Malcolm Cowles, Manager HR, AGCO Limited, PO Box 62, Banner Lane, Coventry, CV4 9GF.

INTERNATIONAL FINANCIAL ANALYST

Southern England based c. £50,000 + executive package

The client is a US-based leader in many international markets and has an enviable reputation for the high quality of its products and customer service. With a high organic growth rate and impressive profitability, the company is pursuing new business opportunities across the world and now seeks to strengthen its small International HQ team by the appointment of a Senior Financial Analyst of the highest quality.

The role will involve the analysis of existing international operations and advising as appropriate on issues of strategic importance such as key performance indicators and cost drivers, profitability analyses, capital investment planning, acquisitions and other special projects as required.

This position will be suited to a qualified accountant (UK or US) - preferably with an MBA - who has experience of working successfully in an international operating environment. A keen analytical mind, the ability to see the "wider picture" and excellent communication skills are vital as the role demands the cultural sensitivity to enable the Analyst to operate effectively in a truly global environment. Fluency in a second language or relevant overseas experience would be an advantage - there will be much international travel - as well as a background in FMCG, media or pharmaceuticals. Genuine long term career prospects exist world-wide within the group and package considerations will not be an obstacle for the right candidate.

To apply, please submit (or fax 0171 316 7700) your CV, quoting reference UKR13797, to Richard Owen, Principal Consultant:

FEDERAL RESOURCES EUROPE

1st Floor, Celcon House, 289-293, High Holborn, London WC1V 7HU

Email: frwin@aol.pipex.com

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Britannia Leek, Staffordshire

£100,000 package + benefits

Head of Group Finance

Pivotal, proactive finance role within this successful Society, a leader in its commitment to mutualism and the development of innovative customer loyalty programmes. With assets of £17 billion and its own life insurance subsidiary, this is a substantial and challenging role within a progressive, high profile Group.

THE ROLE

- Reporting to the Group Finance Director. Responsible for statutory and management reporting and control, financial modelling, forecasting, Group consolidation, tax and purchasing.
- Overseeing annual planning and budgeting cycles, maintaining technical accounting excellence and the integrity of financial systems and controls throughout the Group.
- Full involvement in the analysis and evaluation of new business opportunities as well as ad hoc projects for the Board. Key contributor to the development of corporate strategies and business plans.

THE QUALIFICATIONS

- Graduate accountant, aged 35+ with strong technical skills and a proven record of upgrading management accounting and planning processes, ideally within a progressive financial services Group.
- Open, positive communicator with the maturity and presence to influence and advise across the organisation and to a wide range of external audiences.
- Enthusiastic and energetic individual focused on the consistent and timely delivery of effective management information.

Please reply with full details on: **Selector Europe**, Ref. F210000774, Addington Court, Greenacres Business Park, Royal Road, Manchester M22 4LQ

Leeds 0113 230 7774
London 0171 298 3333
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

GROUP FINANCIAL CONTROLLER - plc

Yorkshire **Remuneration c£60,000 pa**

Reporting into the Group Financial Director of this well established, medium-sized £80m turnover plc, this is a newly created role coinciding with a review of all major operations and systems within the organisation. Within this context the Group Financial Controller will play a key pivotal role in this comprehensive programme as well as undertaking on going projects and business audits throughout operating subsidiaries both in the UK and overseas.

The ideal candidate, a qualified Accountant, probably aged 35-45 must be able to complement a very strong systems and financial management pedigree with the interpersonal skills and broad commercial acumen necessary to influence events and get things done across a number of functions and levels in a multi sided business.

The Group is a market leader in its field and is involved in the design and manufacture of leading edge systems and products as well as the provision of associated services.

Fast moving and entrepreneurial, the company culture is challenging and requires, from its Senior Executives, a probing, profit focused approach and strong sense of achievement.

The position offers real career prospects and the opportunity to deputise at Group Board level for the Group Financial Director.

To apply, please send comprehensive CV quoting reference 12092/FT to: **MARQUE Executive Resourcing**, 4 Hepton Court, York Road, Leeds LS9 6PW. Tel: 0113 248 0110. Fax: 0113 248 7642. Alternatively apply on-line via the Monster Board on <http://www.monster.co.uk>

MARQUE
Executive Resourcing
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FINANCE DIRECTOR

c£55,000 + CAR **CENTRAL LONDON**

Our client is a profitable and important business unit within a top international financial services operation. It employs some 300 professionals and generates over £40m annual fee income. In a period of rapid growth it recognises the value of a commercially astute Head of Finance and with the promotion of the present jobholder it is now looking for a high calibre individual to replace him.

This is a key and influential appointment. The Finance Director will be a member of the Senior Management team and will take full responsibility for the finance function, heading up a team of six and reporting to the Office Managing Partner. The brief will be to support him in the commercial decision making process, providing meaningful management information and advice drawing upon a time-based billing system, and delivering a forward looking reporting and control service. It will also involve some liaison with the National Finance Director and other top-level UK executives.

Candidates should be qualified accountants with a minimum of ten years financial management experience, ideally gained in a partnership environment. In addition to strong budgeting, analysis and reporting skills, this varied and demanding role requires an individual with credibility, maturity and the ability to influence others.

Please reply in confidence, enclosing your CV and current salary details, quoting ref: FT7004, to Paul Carosso at Howgate Sable & Partners, 35 Curzon Street, London W1Y 7AE. Internet: <http://www.topjobs.net/howgate>

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orange

Since its launch, Orange has proved to be one of the most innovative telecomms companies in the UK. In addition to expanding their range of services in the UK, and as part of their ongoing business development, Orange are continually looking overseas for new opportunities.

Since flotation last year, Orange plc have established a treasury function at their London Head Office. This was set up to manage the group's debt and cash position, financial exposures and develop the company's relationship with the banks.

As part of the development of this area Orange now require a bright analyst to enhance the performance of the department.

The new analyst will provide meaningful information to senior management on a variety of issues from financial exposures to the financing implications of new projects and investments. In addition, the Treasury Analyst will be involved in a variety of systems development and other ad-hoc projects.

This position will provide a bright, commercially minded accountant with an entry point into Orange. Career prospects from this role are wide-ranging, and applicants can be certain that their efforts and abilities will be recognised.

The successful candidate will be a qualified accountant with up to 2 years' PQE either in practice or industry. It is vital that applicants can demonstrate the necessary drive and energy to keep pace with the expansion of this highly dynamic organisation.

Interested applicants should apply in writing to Mike Deane, quoting reference: 335998, to Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 6LH.

REQUIRED FOR A LEADING SAUDI ARABIAN GROUP

INTERNAL AUDIT MANAGER

Candidate should have a CPA, a CA or CIA Certification with external audit experience in six big firms and/or internal audit experience in the radio and television broadcasting industry. International travel will be required for 40-50 percent of the time.

SENIOR INTERNAL AUDITOR

Candidate should have a university degree with 5 years experience in a recognised public accounting firm or in an internal audit department of a large corporation.

FINANCIAL REPORTING MANAGER

Candidate will work in a multi-national environment. He should have a solid knowledge of accounting pronouncements as well as good communication and analytical skills. Experience as a senior accounting and financial reporting manager at the holding level of a corporate entity is a plus.

Only candidates in the age group of 28-38 years should apply for the above three positions.

Send applications by fax to: +44 171 629 2586

Deputy Head of Finance

Kent ■ £negotiable + bonus + benefits

Guardian Health is establishing a prominent position in the healthcare market through the provision of a range of high quality products and services, supported by a flexible customer-oriented approach. The company has grown substantially, acquiring an enviable portfolio of 'blue chip' clients and with the active backing of the parent group, Guardian Royal Exchange plc, the business plan is to invest in and expand healthcare market services and resources.

The Deputy Head of Finance ensures that the Finance Team meets the growing demands of the business as it continues to expand into other sectors of the health market.

This new appointment will strengthen corporate management and act as the catalyst for spreading financial discipline throughout the business. As the business grows, evaluating changes in business risk and designing appropriate controls will be key responsibilities. It demands a good understanding of the insurance and/or financial services markets and calls for an ACA/FCA with a sound knowledge of general management principles, possibly gained through MBA studies.

Candidates will need to demonstrate a hands-on approach supported by outstanding team player, interpersonal and natural leadership skills. A good communicator and presenter with a strong bottom line focus will quickly achieve success in this role and simultaneously drive/develop the finance team forward to fulfil their potential.

Based in Folkestone, Kent, a highly competitive financial package is on offer, including relocation assistance (if appropriate) and a full range of senior employee benefits.

To express an interest in this appointment please write, in confidence to John L. Thompson, the company's adviser at: Thompson Agius Ltd., (Ref 1660), Compton House, Selldon Road, Croydon, Surrey CR2 6PA. Fax: +44 (0)181 680 9773 or via the Internet: <http://www.tal-hwt.co.uk>

Guardian Health

FINANCIAL CONTROLLER

Mid Kent

c. £45,000 Package + Car

The Barkland Group is one of the leading independent cleaning and hygiene specialists in the United Kingdom, with unrivalled experience and expertise in the retail and commercial industry sectors. A combination of effective communications, quality systems and fully integrated regional management structure, have enabled the Group to secure major contracts with some of the largest companies in the United Kingdom.

Reporting of the Chief Executive and working closely with key operational management, your focus on the provision of proactive financial and commercial support will facilitate your move to Finance Director in the short term.

- Play a key role in the commercial management and decision making processes directly impacting on the direction of business strategy.
- Manage and develop the finance function to achieve statutory and commercial objectives.
- Oversee the development and installation of all financial systems.
- Produce and continually enhance the quality of management information critical to the business as it becomes more complex.

The successful candidate will be a qualified accountant, with a minimum of 5 years' experience in a multi-site service environment, with the ability to demonstrate first class commercial and financial management skills. As a robust man-manager (team of 15), your vision and drive will allow you to progress rapidly within this performance oriented, expanding company. Interested candidates should contact Simon J. Clarke, quoting reference SJ2026, at Harrison Willis, Central House, 27 Park Street, Croydon, Surrey CR0 1YD. Tel: 0181 680 4220. Fax: 0181 774 7136. E-mail: hwgroupp@hwgroup.co.uk <http://www.hwgroup.co.uk/hwgroupp>

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HW Group Company

EURO LONDON APPOINTMENTS

DEPUTY FINANCIAL CONTROLLER

SALARY NEGOTIABLE

One of the City's leading European Banks has an opening for a Deputy Graduate Accountant with a minimum of 3-5 years banking experience. It is essential that you possess previous experience of the supervision of the production of statutory and management accounts, staff management and budgetary planning and monitoring. This is a responsible role which will require you to optimise the efficiency of the Reporting and Planning Section, deputise for the Financial Controller, comply with all statutory and financial reporting requirements, co-ordinate the annual budget process and monitor the tax position of the Branch. As there will be regular contact with Head Office in Frankfurt, the ability to communicate in German would be advantageous though not essential.

Tel: 0171 583 0180 Fax: 0171 583 7800
1 HARE PLACE, 47 FLEET STREET, EC4A 3BJ
e-mail: ela@fleet.dial.pipex.com

FINANCIAL CONTROLLER

LONDON BASED PUBLISHING COMPANY

requires

CHARTERED ACCOUNTANT

Potential FD Desig. £30k neg.

CV's to SPOFFORTHS,
Chartered Accountants,
1, South Street, Chichester,
West Sussex PO19 1EH

CHIEF FINANCIAL OFFICER AMSTERDAM

\$90,000-\$100,000 Plus Benefits

Our client is a medium sized international public service company based in Amsterdam.

Our client is looking for a proactive and commercial Chief Financial Officer who is prepared to take a hands on approach. You will be responsible for all aspects of the financial and control activities of the group and will report directly to the CEO. You will be required to travel from time to time, mainly within Europe.

As a Certified Public Accountant you will have had three to five years experience with a listed public company and will have sound knowledge and experience in the use of computerised systems and spreadsheet reporting. A full command of English is essential and other European languages would be advantageous.

Interested candidates should forward a comprehensive CV to: 7 Welbeck Street, London W1M 7PB. Fax number 44-171-935-7242.

LesEchos

The FT can help you reach additional business readers in France. Our link with the French business newspapers, Les Echos, gives you a recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Toby Hodges on +44 171 8733458.

هكذا من الأهل

FINANCE DIRECTOR

£45,000 Gosport, Hampshire

FIGURES THE NATION CAN RELY ON



The Naval Aircraft Repair Organisation is the Defence Agency responsible for repairing and overhauling the Royal Navy, Army and Royal Air Force helicopters engines and components. It has an annual turnover of around £120 million and employs 1,600 people on two sites at Perth and Gosport.

The Agency is constantly striving to improve quality, control costs and deliver better value for money from the nation's defence expenditure. The Finance Director will play a crucial role in achieving these objectives.

Reporting directly to the Chief Executive, you will manage the corporate finance strategy and the incorporation of Central Government and MoD financial policy. Key tasks will include developing new financial systems, implementing an effective budgetary management regime and establishing financial links with the Manufacturing Resource

Programme II system. You will also be expected to drive through best practice as part of the Management of Change Programme. Additionally, the Finance Director will be responsible for all contracting and central procurement policy and practice for the agency.

This challenging position calls for a qualified accountant (holding membership of one of the CCAB bodies) with at least five years' experience at senior level in a commercial environment and an extensive knowledge of computerised systems. Some understanding of government financial systems and Next Steps Agencies would be an asset.

The appointment is offered on a three to five year fixed term contract with the possibility of permanency.

Additional posts may become available elsewhere within the MoD.

For an application form (to be returned by 29th August 1997), write to Recruitment & Assessment Services, Innovation Court, New Street, Basingstoke, Hampshire RG21 7JB, or telephone Basingstoke (01256) 468551 (answerphone), or fax 01256 383786/383787. Please quote reference B3401. Previous applicants need not re-apply.

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Siebe plc is Britain's largest, fastest growing diversified engineering group and is a high technology, global corporation in top 50 of FTSE 100

THE POSITIONS

- Outstanding opportunities for ambitious and commercially orientated professionals to work at the heart of this very successful Group in the following positions:
- CORPORATE CONTROLLER
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MANAGEMENT

John Kay

Question of duty

The Hampel Report poses more questions on how to run a company than it answers



The conscientious director will turn to the Hampel Report – an interim report on corporate governance in the UK – for a clear statement by a group of distinguished industrialists of the nature of a director's duties. The eye will alight on paragraph 3.2 which describes them: "The duties are owed to the company, meaning generally the shareholders collectively, both present and future, not the shareholders at a given point in time."

This assertion ignores the most important difference between shareholders and other stakeholders in a business. It is easy enough to see how there might be a divergence between the interests of the current and future employees of a firm. Employing more people than the company needs, at higher wages than the firm needs to pay, might undermine its competitiveness and reduce the prospects for future employment.

But this is not true as between current and future shareholders, because the only way future shareholders acquire that status is by purchasing their shares from current shareholders. If an action would benefit future shareholders, it would raise the price they were willing to pay for their shares, and hence also benefit current shareholders. Thus the operation of market mechanisms ensure that the interests of current and future shareholders are identical. This is one of the wonders of the capitalist system. Even if we are altogether careless of the welfare of future generations, we take their interests into account when we build things to sell to them.

The only way you can rescue Hampel's claim is by suggesting that future shareholders do not know what is in their best interests. Although the actions

of management truly raise the future value of the company, they do not increase its present value, because the market does not understand what management is doing. This might be true. But it means management prerogatives are unchallengeable. Managers are to act in the interests of future shareholders. Not only are they, by definition, unidentified and unidentifiable; they are also, by assumption, ignorant of what their interests are.

But let us suppose that Hampel is right, and that directors are obliged to balance the claims of current and future shareholders. At this point, directors would seem to fall foul of the problem identified in paragraph 1.17, which is used to explain why managers could not be responsible to stakeholders other than shareholders: "...to re-define the directors' responsibilities in terms of the shareholders would mean identifying the various stakeholder groups; and deciding the nature and extent of the directors' responsibility to each. The result would be that the directors were not effectively accountable to anyone since there would be no clear yardstick for judging their performance."

This may seem nit-picking. The Hampel Committee consists of practising businessmen, not trained linguistic philosophers.

Now I am not sure why this assertion is correct. It is perfectly possible to be accountable to more than one person or group of people. Sir Ronald Hampel is accountable, I suggest, to his board, his committee, his shareholders and his wife. I suspect that the paragraph does not say what the committee intended it to say, and when they use the word "accountable" they meant "have responsibility or duty to". These are not the same thing. The Metropolitan Police are accountable to the home secretary, but that does not mean that the only house they guard is Jack Straw's; their responsibilities extend to all law-abiding citizens. And in assessing their performance, the home secretary should look not just at whether they have kept burglars out of his residence but at whether it is safe to walk the streets of London.

However, once you have made that distinction, then half the argument of the paragraph collapses. The fact that shareholders theoretically elect directors does not of itself mean that the only interests the directors should pursue are those of shareholders. The question of who appoints whom to an office is entirely separable from the question of what the office holder should do.

And the other half of the argument is pretty weak, too. Just as it is possible to be accountable to more than one person or group of people, it is also possible to have responsibilities to more than one person. Sir Ronald Hampel has responsibilities to his board, his committee, his shareholders and his wife, and although he is not accountable to his children he certainly has duties towards them.

All of this may seem nit-picking and semantic. After all, the Hampel Committee consists of practising

businessmen, not trained linguistic philosophers. But it is not satisfactory, or tolerable, that a group of leading industrialists, specifically charged with making recommendations on corporate governance, can only offer an account of directors' duties which is confusing and incoherent. That is why we ought to have a statute law that defines what directors' duties are.

It should not say what the Hampel Committee seems to think, in paragraph 1.17, that it should say, or perhaps paragraph 1.17 tells us what they think it does say, for it is not clear whether the *ex-cathedra* statements they make about the purposes of corporations are prescriptive, or simply descriptive of what they think is the current state of the law. The Hampel Committee seems to want to assert that companies have relationships with all their stakeholders, but responsibilities only to shareholders.

The key point is not that firms which are run on that basis are unlikely to serve even their shareholders well. It is that business which denies that it has duties to its employees, its customers and to the community at large stands no chance at all of sustaining public acceptance. If these are the values of business, then we do not want them in our government, or near our schools, or our hospitals, or our water supply. The key message of post-Thatcher Britain is that there are no rights which are not associated with obligations. It is a message which the Hampel Committee would do well to take on board in its final report.

The author is a director of London Economics and director of the School of Management Studies at Oxford University. This column appears fortnightly.

Big game theory in the workplace

Stephen Overell on lessons for organisations from animals



Animal role models for the organisation, a panther and honey bees

Photograph: Telegraph Colour Library

Ian Thomas has a seven point strategy for running a successful business: focus, stalk, pounce, kill, hoist, eat, rest. If this sounds a singularly muscular approach to customer service, that's probably because it is. It was devised after 10 years as a game warden at Londolund in South Africa's Mpumalanga province.

From expertise in big cats, it has been a short step to travelling the world's business lecture circuit talking to rapt audiences about transferable parallels with the corporate jungle. The pounce of the leopard is likened to exceeding the expectations of the customer, the kill, to the closing of a sale. The hoist represents the money from the sale being kept safe like a carillon; eating corresponds to reward for a sale and rest symbolises the need to handle stress. To Thomas, the leopard is the leader in "customer service". Lions win by "continual mentoring".

"Hunting prey, the preserve of lionesses, is the same as a business bringing in income," he says. "Lionesses too take responsibility for raising cubs, a role compared to the introduction and development of a new team member. Security and protection of territory, a role exclusive to the male lion, is keeping a competitor out of the market. Lions are very focused on what they are trying to do. They have a very structured selection process with very few of the cubs making it to adulthood. For businesses who want to put teams together there are few better models than the way lions operate."

Thomas's customers include companies such as Microsoft, International Business Machines, Hewlett-Packard, Mercedes-Benz and management development company TMI. He is part of a developing fringe in management consultancy that believes the way to cope with a rapidly changing business environment is to look at purportedly superior models of organisation available in the natural world.

With the bulk of post-re-engineering thinking being based on the concept of teams and teamworking, it is ants, honey bees, termites and wolves that are being hailed as role models. Some pioneers are even arguing

that individualism has had its day. It should be teams rather than individuals that are recruited for specific projects, as is the case in the animal kingdom.

"Where an organisation faces high complexity and high risk, it needs well-balanced teams," says management thinker Meredith Belbin, author of *The Working Shape of Organisation*. "Strategic leadership is much safer vested in small strategic teams rather than in a single individual."

He suggests ants are the creatures which human beings should seek to emulate in their attitude to work. "These insects have common principles of organisation," he says.

"They were the first agriculturalists; they invented towns and cities. Ants have an enormous number of specialist trades people and can respond much more quickly than humans to a crisis."

Using observation of animals to influence human action is, of course, nothing new. Niccolò Machiavelli used to proffer his advice on statecraft on the basis of whether rulers exhibited

more of the characteristics of the fox or the lion.

But does this more avian streak in management theory represent a challenge to the thinkers of the last decade who have tended to emphasise the increasing dominance of technology over the future of work?

Pauline Beldon, a zoologist who has recently been recruited to Performance Through Excellence (PTE), management training specialists, thinks that while comparisons with socio-biology are not scientifically valid, they do provide insights that can motivate teams.

Animals team up for reasons such as group foraging, group protection, increased vigilance and reproductive co-ordination.

Beldon argues these observations can be applied to business. Group foraging can be co-operative marketing, vigilance can be protectionism, reproductive co-ordination can be joint ventures.

PTE, whose clients include Nike, British Telecommunications, BMW and Wells, holds seminars illustrating multi-skilling through refer-

ence to honey-bee colonies. The queen bee lays the eggs while every other worker has a specific job which may change with time. Bees begin their "career" preparing cells to receive eggs, moving on to feed larvae and build combs. But they also spend time patrolling the hive for security and looking for food. Older, "multi-skilled" bees fill in where they are needed.

"People stay within a team because they recognise that their personal interests occasionally have to be sacrificed for the good of the team," says Beldon. "The animal kingdom is crammed with creative business solutions."

Meanwhile, figures from the world of biology have been seeing business relevance in their work. Jane Goodall, the eminent ethologist who has spent 40 years researching chimpanzees at Gombe in Tanzania, will travel to Japan in August to tell business people how perfectly pedestrian chimps can become the dominant "alpha male" through circumventing the normal channels to the top. The leadership lesson is obvious.

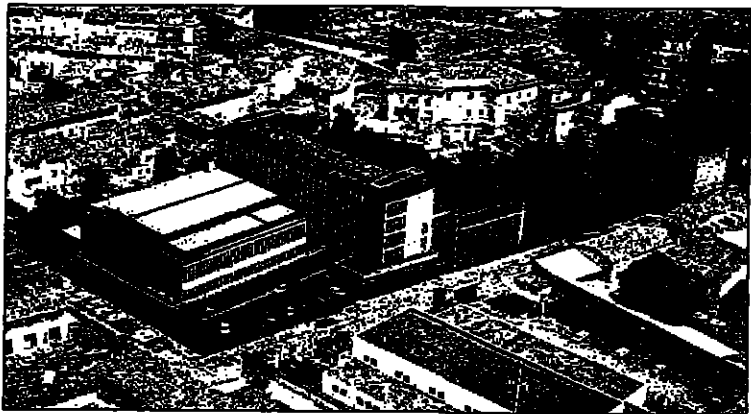
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ARTS

A po-faced post-nuclear pantomime

In Salzburg, Andrew Clark finds the ubiquitous Peter Sellars re-writing Ligeti

Behold! Arsefucker! Pantomime. Words like these are not entirely alien to today's opera audiences, as they might have been a generation ago, but they are still a mouthful for the well-dressed, well-heeled clientele of the Salzburg festival. They come straight out of György Ligeti's opera *Le Grand Macabre*, which has just received its Salzburg premiere 20 years after its first performance.

Obscenities are common parlance in *Le Grand Macabre*, but some seem gratuitous. This is Ligeti's uproariously subversive pantomime of death, set in "Bruegel-land" and peopled by characters from a surreal cartoon. Playing the clown with a serious subject, Ligeti presents a world where Nekrotzar, the grim reaper, gets distracted by the drunken antics of Piet the Pot, where a court astrologer disposes of his wife after a bout of sado-masochism, and where two lovers copulate their way past the end of time.

As those who know how to have come across it in any of the 20-odd stagings it has enjoyed elsewhere (including English National Opera in 1982), *Le Grand Macabre* is a litany of inanities and profundities, a grotesque farce dressed in music of exquisite tone clusters and lyrical inventiveness. You're not meant to understand it or brood over it. The opera celebrates the comic and the absurd, and should succeed first and foremost as theatrical entertainment.

Programming it in Salzburg, and hoping it would fill the 2,200-seat Grosses Festspielhaus alongside *Wozzeck* and *Pelléas et Mélisande*, was an act of faith by Gerard Mortier, the festival's artistic director. Thanks to clever marketing, the commercial risk has paid off - half the audience even turned up to a pre-performance talk - but the artistic risk has not.

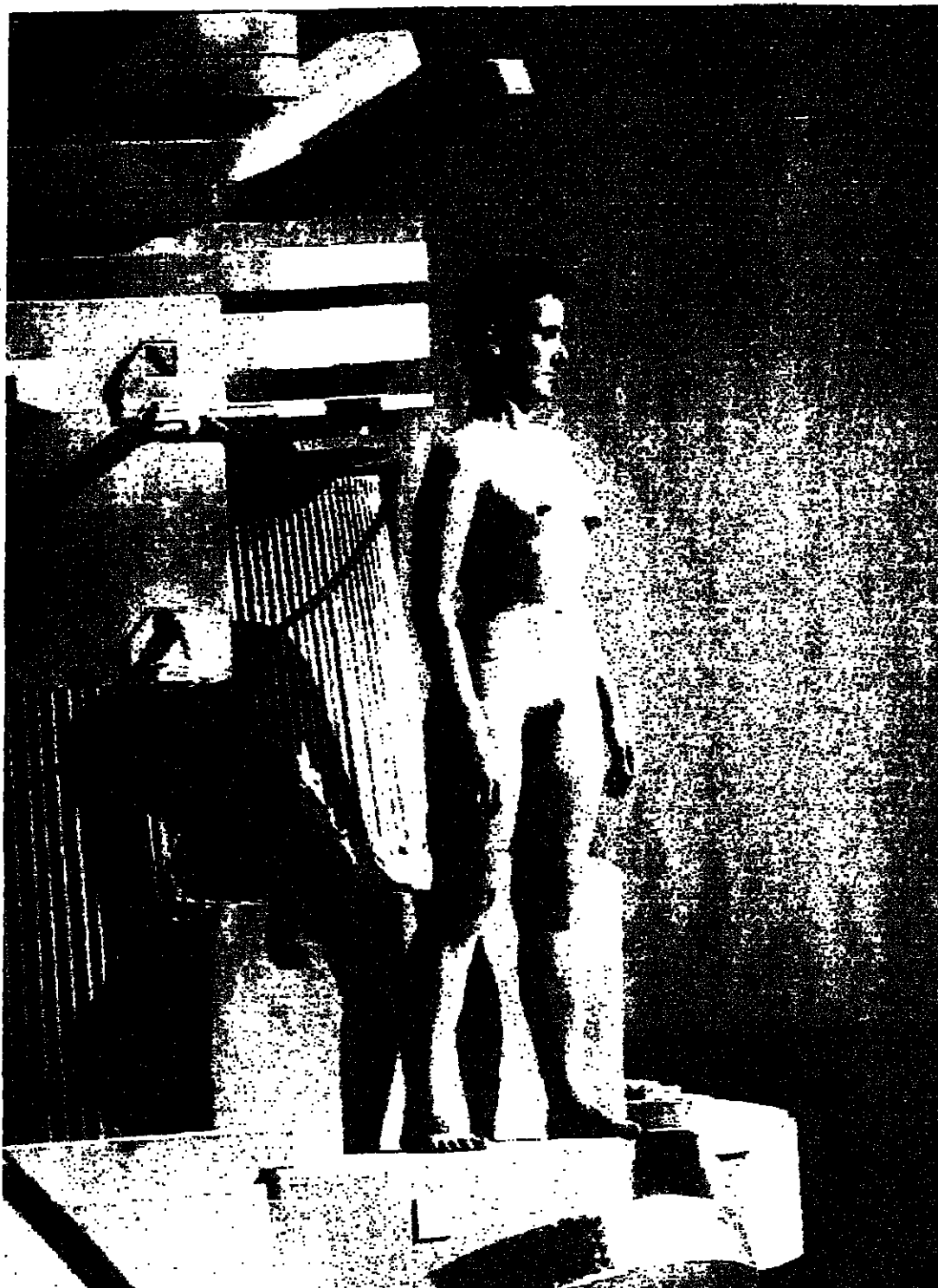
By handing the staging to Peter Sellars, Mortier gave *Le Grand Macabre* the kiss of death, in customary style. Sellars virtually rewrote the piece, and even had the gall to have his own synopsis inserted as a programme slip, con-

tradicting the composer's own. So it was no surprise, after the first night, to find Ligeti condemning the production. The only mitigating factor was the quality of the cast and the superlatively acute rendering of the music by the Philharmonia Orchestra under Esa-Pekka Salonen. Musically, at least, I doubt if *Le Grand Macabre* has ever enjoyed such elfin swagger and precision. So it is good that Sony's new recording, part of its complete Ligeti edition, will be based on these performances.

As a theatrical experience, however, Sellars neutered the work. The most successful performances of *Le Grand Macabre* are those which make you laugh loudest. Well, there wasn't much to laugh about in Salzburg. Sellars does nothing with the piece except fill it with his own puritanical obsessions. The curtain rises on a landscape of gas masks, body bags and a defunct space capsule, set amid the ruins of an atomic power station. The first words of the libretto may be "Dies irae", but Sellars's version is not the fairy-tale requiem Ligeti intended. It is a humourless vision of life after a nuclear catastrophe.

Ligeti's words and music keep telling us something the staging seems to deny - and the tragedy is that thousands will come away with the impression that *Le Grand Macabre* is some sort of sick morality play. Like Bob Wilson, also in favour in Mortier's Salzburg, Sellars views each opera through the prism, or prison, of his own iconography. Here, with depressing familiarity, are the gun-toting guards, blindfold hostages and identically clothed sects that are the Sellars shorthand for a sick society. George Tsyryn's colourless decay takes no account of the opera's changing settings, and the only variation we get is the unexplained arrival of a monster insect-machine which no dramatic purpose.

Under the circumstances, it was hard to judge whether Ligeti's new version of the score represents an improvement. He has shortened the Astradamus-Mescalina scene,



'Le Grand Macabre', stripped of all its humour: Sibylle Ehler as Venus

turned the two Ministers' dialogues into music and recomposed some passages. The performance still lasted an hour and 50 minutes without interval - not much shorter than the original. The great Passacaglia made little impact and, short of effective stage action, the score's other-worldliness seemed disconcertingly overshadowed by grey washes of sound.

Salzburg performed it in Ligeti's English version, which is far more pitiful than the German (both were printed in the programme and projected on titles). Willard White's Nekrotzar, draped in a garland of skulls, covered the stage with expressive gravity, but without much menace. Graham Clark's Piet the Pot, a part that could have been written for him, resembled an ageing hippy, in splendid voice but - like the rest of the cast - far from his expressive potential.

Frøde Olsen and Jørn van Nes, as Mr and Mrs Court Astrologer, acted like a middle American couple in need of therapy - not a funny sight - while Derek Lee Ragin looked lost (and sang beautifully) as Prince Go-Go. Sibylle Ehler played Venus in the nude and then turned up, a nuclear burn victim, as Chief of Secret Police. Ligeti has inexplicably turned his back on the original lovers' names, Clitoria and Spermando, in favour of the anodyne Amanda and Amanda, deliciously sung by Laura Claycomb and Charlotte Hellekant. It all makes a rather depressing spectacle. The production will be re-staged at the Châtelet in Paris next February.

'Theodora' in Catatonia

Meanwhile, at Glyndebourne, the revival of Peter Sellars' *Theodora* makes a catatonic spectacle, writes David Murray. Handel composed it as an oratorio, not an opera, and for staging it presents the same awkward gaps and bulges as Berlioz's *Damnation de Faust*: no music for some vital parts of the action, and too much - in soulful mode - that advances the visible action not at all.

Peter Sellars must have spotted that at once when he undertook to direct the piece last year. Leaving us to learn the story from the programme-book, he has simply supplied a few illustrations: Valens, the vicious Roman "President", strutting like an American political heavy and getting drunk, saintly Theodora writhing and moaning in her cell, she and her Didymus being martyred by lethal injections (a strong dose of David Cronenberg there).

Otherwise Sellars keeps his cast moving like sleepwalkers - the chorus in casual modern clothes, without distinction between Roman bigots and devout Christians; Valens' SAS squad in orange boiler-suits - and performing small, routine gestures with hands and arms. I am told that they strongly resemble Makaton, a "signing"-language used by the deaf. They are geared to the words, thus enabling fluent Makaton-signers (so long as they aren't deaf) to enjoy the sense twice over. When the choral voices go into canon, so do their gestures; that livens things up a bit.

Sellars' soloists fared variously under this regime. For dramatic personality and voice-colour, the mezzo Jean Rigby (new this year, like all the principals) would seem ideal for the charismatic Christian leader - but acting-by-numbered-gestures was plainly not her natural thing. She had beautiful moments nonetheless. Though Jonathan Best revelled in his dissolute-dictator act and sang Handel's

divisions creditably, the role needs more bass weight than he owns.

As tragic Theodora, Joan Rodgers' lovely, infinitely practised soprano never seemed cramped. She is equal to anything, except shedding her air of invincible metropolitan chic - but we almost forgot that in her most eloquent passages, in the seemingly thankless role of Septimius, Didymus's anxious confidant, Paul Nilon sang with characteristic pith, style and fervour: if only his character had more to do in the action!

The Canadian counter-tenor Daniel Taylor made his British debut as young Didymus, drawn into Christian conversion. Sellars let him be more somnambulant than anybody, projecting everything through the voice alone. It is a remarkable voice, remarkably used. Pure and sweet, ascending easily to heights where "male alto" seemed a better label than "male alto", quite androgynous, and yet never un-mannly.

In this "opera", it also floated free of any dramatic urgency - detached, introspective, unmolested. That had everything to do with Daniel Beckwith's conducting of the Orchestra of the Age of Enlightenment. Every slowish number was given the full *molto adagio* treatment in 19th-century style, even when the orchestral figuration predicated something crisper, more up-tempo. Since the solo arias are all *da capo* numbers, the slow arias took up a grossly disproportionate time.

As a performance of the original oratorio, Beckwith's account was a devils' travesty. As a performance of the notional "opera" that *Theodora* contains, it was far too heavily weighted toward individual expression, starved of communal piety. If you go, be prepared to admire what the principal singers can do, at inordinate length; you'll have to imagine the rest.

Theodora continues in the Glyndebourne repertoire until August 24.

Theatre/Alastair Macaulay

Prescient wit and wisdom of Wilde

Oscar the prophet! Every time Peter Hall's production of Oscar Wilde's *An Ideal Husband* returns to the West End, it seems marvelously topical. This time around, the tale of the prospective cabinet minister who is haunted by having sold a state secret seems particularly relevant to some of this year's headlines.

But no matter. Even if the play bore no parallel to the lives of current or recent politicians, it would still be worth seeing. This is the fourth time in the 1990s I have seen it, the third time I have seen the Hall production, and each time it both makes me laugh and sends chills down my spine. An exquisitely hard play to perform - it invariably seems to elicit some of the most vulgar acting around, and this revival is no exception - it seems actor-proof. Beyond actors who think that the correct way to deliver Wilde's wit is by dragging like penguins from the sea, each individual line into the auditorium and waiting to see where it lands; beyond the atrocious funny walks

and funny laughs of Dulcie Gray and Michael Denison as two old aristocrats; beyond even the repulsively ponderous snuggles of Martin Shaw as Lord Goring, *An Ideal Husband* looms large and beautiful, a dizzying construction of heartbreak, wit, intrigue, absurdity, and dialectic about morals and ethics. Hall ensures that no point is missed. In some ways, such as the stillness with which several characters deliver important speeches, the production is finer than ever.

The story of *An Ideal Husband* concerns sleaze and blackmail, but also love and marriage. It takes the liberalism - the drama about how we cope with unbending idealism in our own homes - which had recently hit London in Wilde's day, and relates it into the English political milieu of Trollope's *Patience* novels. And it was prescient not only about sleaze but about its

own author's fate. When Wilde has Goring say that we should love people for their faults, not their virtues, he seems to be discussing in advance the ostracism that he received only a few months after the play's dazzling premiere.

Goring also teaches Lady Chiltern a lesson strange for us to hear today, a pre-feminist lesson about the different roles of men and women in life; and there is nothing finer in Hall's production than the part-droll, part-ironic quiet with which she then repeats his lesson to her husband, only a minute later (her speech can sound like an ex-feminist suddenly converting to submissive little womanhood). The idealist is prepared to compromise; the priestess becomes a novice.

At a deeper level yet, *An Ideal Husband* shows that most fascinat-

ing subject: a supreme wit showing the limitations and dangers of wit. This is what Shakespeare achieves in, for example, *Love's Labour's Lost*, what Congreve achieves in *The Double Dealer*, and Jane Austen in *Mansfield Park*. We see some witty, sophisticated people discomfited, and we see some serious, unwitty people win through. Wit is not enough; it must work with wisdom. The delicacy with which Wilde shows both wisdom and wit in Lord Goring is infinitely touching. He darts unpredictably from posiness and playfulness to vehemence and passion.

As the dangerous Mrs Cheveley, Kate O'Mara gives the rest of the cast a lesson in how to play a witty character: lightly does it. Her deep tan and her high-density maqui-lage are all wrong, but so what? What Anna Cartwright, the original Mrs Cheveley of this production,

achieved by good acting, O'Mara has simply by nature: *femme fatale* glamour, *fin-de-siècle* elegance. Much the same goes for Kim Thomson as Lady Chiltern: others have played this pure, cool, idealistic, demanding role with more authority and finesse, but she is simply right for it. As Sir Robert Chiltern, Simon Ward pulls the corners of his mouth down too often (his politician look) and stands around like a stuffed shirt, but his sudden outburst of pain to his wife comes with all the greater force. Victoria Hasted is still all wrong for his sister Mabel - a cheerful lower-middle-class dandified governess rather than a sunny, noble paragon of poised good manners - but she has grown in charm and, above all, stillness. One feels now the beating heart behind the bright surface.

Theatre Royal, Haymarket, SW1.



Martin Shaw and Kate O'Mara in 'An Ideal Husband'

INTERNATIONAL ARTS GUIDE

BRECON

JAZZ
Brecon Jazz
Tel: 44-1874-625557
The best thing about this three-day event is its Welsh market town setting. On Friday the Benny Green Trio plays Christ College, on Saturday New Orleans trumpeter Nicholas Payton and his Gumbo Nouveau Quintet can be seen at the same venue. The Carnegie Hall Jazz Band, led by Jon Faddis, can be seen at the Market Hall on Sunday. Courtney Pine, Diana Krall, Django Bates and Jools Holland are among the numerous other attractions; Aug 8-10

EDINBURGH

Edinburgh International Festival
Tel: 44-131-473 2000
DANCE
● Fish: by the Bangarra Dance Theatre. UK debut for the Australian company and world premiere of a work which tells contemporary stories of

Australia's indigenous population drawing on ancient myths and sacred dreamings; at the King's Theatre; Aug 12, 13
● Tharp: new works by Twyla Tharp: *Sweet Fields*, danced to Shaker hymns and other American choral music, '68', and *Heroes*, with music by Philip Glass; at the Edinburgh Playhouse; Aug 11, 12, 13

OPERA
● Macbeth: by Giuseppe Verdi (original 1847 version) - concert performance given by the Chorus and Orchestra of the Royal Opera House, conducted by Edward Downes; at the Edinburgh Festival Theatre; Aug 12
● Pitié: by Jean-Philippe Rameau. Directed and choreographed by Mark Morris, this production - sung in French, with English superlatives - stars tenor Jean-Paul Fouchécourt in the title role, with Diana Montague and François Le Roux as Junon and Jupiter. With the Mark Morris Dance Group, Royal Opera Chorus and Orchestra of the Royal Opera House. Conducted by Nicholas McGegan; Aug 11, 13

EXHIBITIONS
National Gallery of Scotland
Tel: 44-131-624 6200
The Portrait of a Lady: Sargent and Lady Agnew. "Lady Agnew of Lochnaw" by John Singer Sargent (1856-1925) is the centrepiece of this exhibition which includes more than 20 portraits by Sargent himself - including Ellen Terry and Ethel Smyth - as well as works by his contemporaries and

memorabilia from his studio; Aug 8 to Oct 19

LONDON

CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-588 8212
● Evgeny Kissin: the Russian pianist gives a solo recital - a Proms innovation - of works by Haydn, Liszt and Chopin; Aug 10
● Georgian Folk Songs: performed by the all-male Rustavi Choir; conducted by Anzor Erkomaishvili; Aug 8
● Jiri Bělohlávek conducts the BBC Symphony Orchestra in works by Bartók, Luciano Berio, Schubert and Dvořák. With mezzo-soprano Michelle DeYoung; Aug 8
● John Eliot Gardiner conducts Beethoven's Symphony No. 9 in D minor, performed by the Orchestra Révolutionnaire et Romantique and the Monteverdi Choir. Prefaced by choral music by Schubert, with soloists including Bryn Terfel; Aug 10
● Sir Colin Davis conducts the National Youth Orchestra of Great Britain in works by Sir Michael Tippett, Vaughan Williams and Sibelius; Aug 9

PESARO

Rossini Opera Festival
Tel: 39-721-33184
CONCERTS
● Latvian Philharmonic Chamber Orchestra: in works by Mozart, Rossini and Calkovskij; with piano soloist Massimo Lambertini; Aug 8
● Rossini's Petite Messe

Solennelle: performed by soprano Carmela Remigio, contralto Mariana Pentcheva, tenor Juan Diego Florez, and bass Michele Pertusi. With pianists Arnold Bosman and Rosetta Cucchi, and Federica Iannella on harmonium; at the Teatro Rossini; Aug 11

OPERA

● Il Signor Bruschino: directed by Roberto de Simone. With the Or-Orchestra of Fuscina, conducted by Corrado Rovaris; at the Auditorium Padovani; Aug 10
● Moïse et Pharaon: presented in the version he adapted for the Paris Opera in 1827, Rossini's opera - created as Moses in Egypt in 1818 - is staged by Graham Vick. With the Orchestra of the Teatro Comunale di Bologna, conducted by Vladimir Jurowski; at the Palafranceschi; Aug 9, 13

SALZBURG

Salzburg Festival
Tel: 43-662-844501
OPERA
● Boris Godunov: by Modest Mussorgsky. Conducted by Valeriy Gergiev in a staging by Herbert Wernicke. Samuel Ramey sings the title role. Cast also includes Philip Langridge. With the Vienna Philharmonic, the Konzertvereinigung Wiener Staatsopernchor and the Slowakischer Philharmonischer Chor Bratislava; at the Grosses Festspielhaus; Aug 9, 12
● Die Zauberflöte: by Mozart. Christoph von Dohnányi conducts a new production by Achim

Freyer. With the Vienna Philharmonic and the Konzertvereinigung Wiener Staatsopernchor; at the Felsenreitschule; Aug 8, 10, 13
● Lucio Silla: by Mozart. Conducted by Sylvain Cambreling and directed by Peter Mussbach with designs by Robert Longo. Cast includes David Kuebler and Susan Graham. With the Camerata Academica Salzburg and the Konzertvereinigung Wiener Staatsopernchor; at the Kleines Festspielhaus; Aug 9, 12

SANTA FE

OPERA
Santa Fe Opera
Tel: 1-505-986 5900
● Ashoka's Dream: world premiere of Peter Lieberson's opera, with a libretto by Douglas Penick. Conducted by Richard Bradshaw, in a production directed by Stephen Wadsworth; Aug 8
● Così Fan Tutti: Kenneth Montgomery conducts Mozart's opera, sung in English, in a new production directed by Nicolette Molnar and designed by Bruno Schweng; Aug 11
● La Traviata: Linda Brovsky directs this new production of Verdi's opera, set in the Parisian demimonde. Christopher Larkin conducts; Aug 9, 12

SCHLESWIG-HOLSTEIN

CONCERTS
Music Festival

Tel: 49-431-567080
● Alfred Brendel: performs works by Busoni, Liszt, Schumann and Haydn; at the Deutsches Haus, Flensburg; Aug 13
● Oslo Philharmonic: conducted by Mariss Jansons in works by Nordheim, Bartók and Dvořák; at the Musikhalle, Hamburg; Aug 11
● Oslo Philharmonic: conducted by Mariss Jansons in works by Beethoven and Bruckner; at the Schloss, Kiel; Aug 12

TANGLEWOOD

CONCERTS
Tanglewood Festival
Tel: 1-817-931 2000
● Boston Symphony Orchestra: conducted by Seiji Ozawa and Lukas Foss in works by Beethoven and Brahms; Aug 8
● Boston Symphony Orchestra: conducted by Charles Dutoit in works by Berlioz, Rachmaninoff and Bartók; the Shed; Aug 9
● Boston Symphony Orchestra: conducted by Charles Dutoit in works by Ravel, Rouse and Haydn. With cellist Yo-Yo Ma; the Shed; Aug 10

ZURICH

EXHIBITIONS
Kunsthaus Zürich
Tel: 41-1-262-0909
Birth of the Cool: wide-ranging survey of American art in the latter half of this century. Among the artists represented are Georgia O'Keefe, Jackson Pollock and Andy Warhol; to Sep 7

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UK monopoly game

Stefan Wagstyl on competition policy reform

The UK government's plans for competition policy published yesterday signal the biggest change in more than 20 years in the laws governing the rigging of markets and other anti-competitive practices.

Britain's new Labour government intends to introduce a tough regime in which companies that abuse their market power will risk hefty fines. Its targets are executives who set up cartels or try to drive out competitors by predatory pricing, bullying distributors or other unfair tactics.

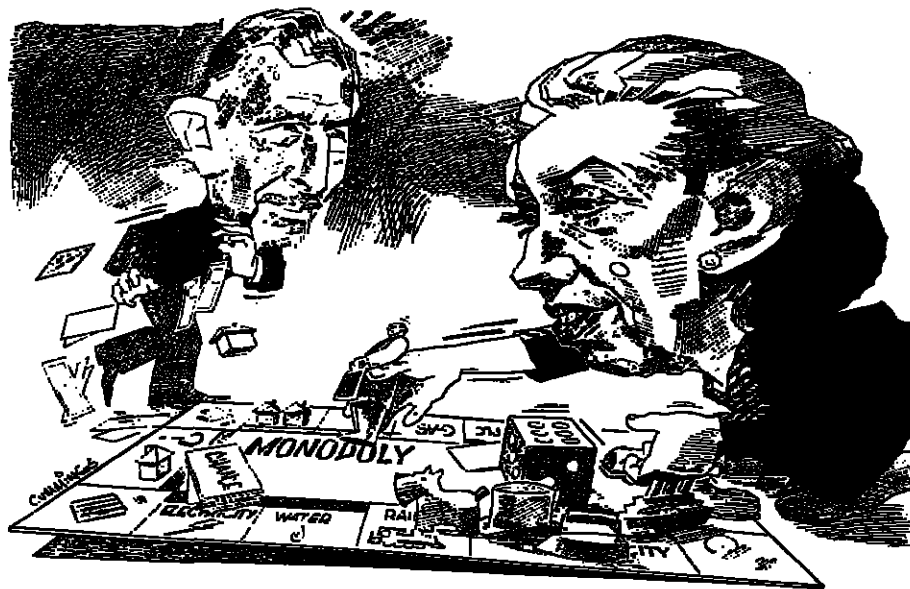
Consumers have welcomed the plans. But some industrialists are concerned that old interventionist policies may be being dressed up in consumerist guise.

Most of the proposed changes are aimed at tightening the rules on anti-competitive practices, not those on mergers and acquisitions. But since both sets of regulations are supervised by the same authorities – the Office of Fair Trading and the MMC – work on one side of the fence is bound to influence the other.

The bill's main aim is to scrap the system for controlling anti-competitive practices, in which the OFT investigates alleged abuses and then orders companies to stop if it finds fault. It has been extensively criticised for being too slow and failing to deliver justice.

Labour's plan is to define in law anti-competitive agreements and abuses of market power. Companies that break the rules will be ordered to desist. Serious offenders will face fines, plus the possibility of civil suits from their victims, including consumers as well as injured rivals. Alleged offenders will have the right to appeal to a streamlined MMC which will be called the Competition Commission.

Yesterday's announcements come at a time when British competition policy was already in considerable turmoil after May's general election. Mrs Margaret Beckett, trade and industry secre-



tary, has already ruffled a few feathers in her first three months in office. Her aim seems to be to give greater priority to consumers' interests. "Effective and fair competition is essential to ensure value and choice for customers," he says in the first line of her statement on yesterday's draft bill.

Some of her early competition policy decisions seem to confirm the view that she wants the consumer to be king. She blocked Bass's proposed bid for rival brewer Carlsberg-Tetley and wants to ban retail price-setting by electrical goods manufacturers.

Mrs Beckett also seems to have taken a tougher line than the Tories with the privatised industries. Last week she referred to the MMC PacificCorp's planned \$3.65bn (\$5.9bn) takeover of Energy Group, the electricity and coal company, even though her predecessors had waved through seven similar deals.

Consumer groups are mostly very pleased with Mrs Beckett. The Consumers Association says: "She is taking a consumer-oriented approach after a long time in which consumers had to take a back seat."

But the City and parts of industry are much less

happy. As one company chief executive puts it: "There is a suspicion that Labour wants to slow down the whole mergers and acquisition game."

The head of corporate finance at one leading merchant bank says Mrs Beckett's rulings have "spread confusion" across Britain's boardrooms. He says companies are being forced to change strategy. Groups that had planned to grow by acquiring UK rivals were now having to switch and look at expanding overseas.

Utilities companies accept the new government has every right to examine the regulatory regime established by its predecessors. But they say Mrs Beckett should do this as part of the regulatory review she is carrying out separately. "She's using the blunt instrument of the MMC to look at non-competitive issues," says Mr John Devaney, chief executive of Energy Group's UK electricity business. "It seems arbitrary."

Others claim to detect signs of Labour's traditional hostility to privatisation in Mrs Beckett's rulings. An executive at a privatised transport company says: "There's some concern this is old Labour rearing its head."

The executive points out that Mrs Beckett's decision to refer to the MMC National Express, the coach company's, bid for two railway franchises was taken against the advice of the Office of Fair Trading – the first time the OFT has been overruled like this in seven years.

"It looks as if her approach is going to have a bigger political dimension than the Tories," the executive says.

But some competition policy experts say such comments smack of overreaction. Mr Simon Holmes, a competition lawyer at SJ Berwin, the City solicitor, says: "I would characterise her policy as robust. She shows a strong desire to scrutinise newly privatised industries very carefully. As competition lawyers we can live with that."

The initial effect of yesterday's announcements will be to increase the uncertainty. The new bill, to be introduced into parliament in the autumn, is not expected to become law before next summer. Companies will be given a further 12 months to put themselves in order before the new regime takes effect in mid-1998. It will be at least two years before the impact of the reform becomes clear.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 896 2696 (please not after 5pm) or e-mailed to letters.editor@ft.com. Published letters are also available on the FT website <http://www.ft.com>. Translations may be available for letters written in the main international languages.

Hedging not answer to currency volatility

From Mr John Remmicks, Sir, British Steel can and does hedge its currency exposure. This gives it some degree of shelter for its exports from changes in exchange rates. What it cannot do is perpetually to hedge its competitive exposure as a manufacturer with a largely UK cost base selling into markets where prices are substantially influenced by the D-Mark exchange rate.

Ms Debold (Letters, August 5) has over-simplified the effects of currency volatility. There are three effects of the D-Mark exchange rate on British Steel. First, a weak D-Mark directly reduces export revenues, particularly as most other mainland European

currencies are aligned with the D-Mark in anticipation of ERM. This exposure can be, and is, hedged although any such hedge is effective for only a defined time; there is no such thing as a perpetual hedge. Second, a weak D-Mark offers mainland EU steel producers the opportunity to discount prices in British Steel's domestic market. Third, and perhaps most importantly, it exposes British Steel's customers to similar pressures from their mainland EU competitors. Financial hedges of the type commended by Ms Debold can have only a very limited impact on such exposures, in particular British Steel cannot realistically hedge its customers' currency exposures.

British Steel fully supports the chancellor's objectives of reducing inflation and eradicating the "boom and bust" which has been a feature of the UK economy. What concerns us is the speed of the appreciation of sterling and its highly overvalued level against the D-Mark. This risks outstripping the ability of UK manufacturing industry to improve its competitiveness. We are also concerned with the use of interest rates as the only instrument against inflation, rather than a more direct brake on the consumer and service sectors.

Ultimately, shareholder value is best delivered by maintaining the lowest possible cost base while deliver-

ing quality and service to our customers. However, it is extremely difficult to make realistic long term business plans against the background of the currency volatility which we have seen in the past year. Hedging is an important part of any exporter's business activity, but can only deliver the impact of violent currency swings. What all exporters need is a stable exchange rate environment founded on a sensibly valued pound, not a wildly overvalued one.

John Remmicks, executive director, finance, British Steel, 9 Albert Embankment, London SE1 7SN, UK

How to break the attribution code

From Mr Paul Mathieu.

Sir, You devoted a significant portion of your UK news page to a story, "PM is accused over Patten 'leak'" (August 5), that is rendered meaningless by its failure to attribute views or actions.

Of its 11 paragraphs, five begin: "Government officials rejected", "Officials said", "On Sunday, officials suggested", "Senior aides denied", "Downing street officials said".

Surely the crux of this story is, who spread the story that the former governor of Hong Kong was being investigated? If the source was identified as a bamboo-loving old China hand at the Foreign Office, your readers

would no doubt yawn. If the rabbit pulled from your chief political correspondent's hat was Labour minister without portfolio, Mr Peter Mandelson, or some Milbank apparition, that would be news. Perhaps I dreamed it, but I thought that we were promised open government. It's a disappointment both that the FT is fettered by the rusty old chains of the lobby, and that New Labour uses the stale convention of "aides" and "officials" to facilitate post facto denials.

For readers unable to make the distinction between an aide, an official, and the rest, perhaps your excellent sub-editors could develop a simple code to suf-

fix each such reference.

They might call it the Open Government League Rating (OGLER). Each attribution to an official would be followed by a bracketed number. "Source (10)" would be understood by every reader to be the prime minister, or Mr Mandelson. "Aide (9)" would be senior cabinet ministers. "Official (7)" would, for the present at least, be Lord Simon. A zero rating would be a Doncaster Council press officer. Over time, FT readers would develop a sensitivity akin to the Kremlinologists of old.

Paul Mathieu, 10 Marlborough Road, London W5 5NY, UK

An absurd notion

From Mr Peter Verstage. Sir, Whenever we find a small supplier who is struggling with his cash flow, we settle his invoices in seven days in return for either a discount or preferential service.

It is absurd to think that a big customer with access to cheap money can consistently benefit by forcibly borrowing interest free from a small supplier. The higher prices and poorer service are not always apparent to the finance director, that is all.

If anyone doubts this, let him try a simple experiment and try delaying payment to his plumber the next two times he has a dripping tap fixed, and then try calling him in the middle of the night with a burst pipe.

Peter Verstage, managing director, Mekvale Envelopes, Grange Mills, Weir Road, London SW12 0NE, UK

Political cycles look out of sync

From Mr Andrew Hyde.

Sir, I could not help but note the irony. Only a day after the UK government unveiled plans for a new mayor for its capital city ("Elected mayor planned for London", July 30), the US

government agreed on a plan to strip the mayor of its capital city of most of his substantive powers.

At least on local government, the US and the UK are obviously not in opposite political cycles. Perhaps, in a

few years Washington will have something to learn from London!

Andrew Hyde, 6213 Redwing Road, Bethesda, Maryland 20817, US

Personal View • David Mackie

Beyond independence

The US Fed would be a better model for Europe than the Bundesbank

The European Central Bank (ECB) will arguably be the most powerful central bank in the world. It will set interest rates for an economy roughly the size of the US, but it will have even greater independence than the Federal Reserve. Like the US Fed and the German Bundesbank, the ECB will have the freedom to define its own monetary target and the independence to set interest rates to meet this objective. In addition, the ECB will be insulated from political influence in three ways.

It will have no obligation to publish any meaningful account of its deliberations or justification of its actions. It will have little real accountability, either to elected European governments – via the council of ministers – or to the European Parliament. And its mandate will be enshrined in primary European constitutional legislation (the Maastricht treaty) – and hence almost impossible to challenge, or change.

When this powerful constitution is combined with the hawkish culture in European central banking circles, it is evident that the ECB will take a very tough line against inflation, regardless of what European politicians might want.

Central banks' constitutions should seek to ensure independence, openness and accountability. In practice, the ECB's constitution emphasises independence at the expense of the other two. In this respect, its design reflects the views of most of those who advocate a powerful central bank.

Yet it is clear that all three characteristics – independence, openness and accountability – influence how a central bank behaves. This can be seen by comparing the two institutions that are usually lauded as examples of good central-banking practice: the US Fed and

the German Bundesbank. Both are independent in terms of setting and pursuing their monetary objectives. Yet, in terms of openness and accountability, these two central banks are at opposite ends of the spectrum.

The US system is transparent. The minutes of the monetary meetings are published fairly quickly; ultimately, so is all the relevant information used in the policy-making process (in the so-called Green Book). And the Fed is accountable to Congress, through the highly visible Humphrey-Hawkins testimony, and through Congressional oversight of the Fed's budget and regulatory activities.

In contrast, the German system puts almost no emphasis at all on openness and accountability. The central bank publishes little information which really explains its actions, and it is not directly accountable either to the German government or to the German parliament.

The differences between the monetary frameworks in the US and Germany clearly reflect history. The German monetary framework is imbued with the memory of two hyperinflationary centuries and with the political subordination of the Reichsbank – the predecessor of the Bundesbank – during the 1930s.

Given this, it is perhaps understandable why the German central bank is insulated so much from the influence of politicians and why, in the German model, openness and accountability are seen as threats to central-

The Bundesbank model has worked well in Germany. It is far from clear that this model is appropriate for a broader group of countries

bank independence. It is only possible to insulate the central bank in this way because the Bundesbank retains enormous public prestige.

In contrast, the US system reflects a society which puts a strong emphasis on checks and balances at all levels of government, and which demands that the public has a right to be informed about government decisions. An open central bank fits comfortably into its broader political framework.

In addition, the memory of the 1930s depression legitimises the political accountability of the Fed. In the US it is clearly recognised that monetary policy can be too tight, as well as too loose. Indeed, the joint tasks of price stability and full employment are given to the central bank in the Federal Reserve Act. This helps explain why, Fed chairman Mr Alan Greenspan recently felt the need publicly to defend the decision to raise interest rates against critics who thought the Fed was holding back economic growth.

How does the ECB measure up? Its constitutional structure reflects the history of European monetary union. The blueprint for Emu was drawn up by a committee of central bankers, who were inclined to stress independence and downplay the role of openness and accountability. And given the dominant role of the Bundesbank in the Emu, it is not surprising that the Delors Report suggested a Bundesbank-like constitution for the ECB. It should also be recognised that the Maastricht treaty was signed in the aftermath of German reunification and the collapse of communism. To the extent that some countries, for example France, may have had reservations about the power of the ECB, these concerns were ignored due to the overriding political requirement to lock a united Germany into the EU.

As a result, the ECB's constitution is based closely on the German model. It is independent. But it is neither open nor accountable. The Maastricht treaty expressly forbids the publication of the minutes of the meetings of the ECB's Governing Council, preventing the ECB from

following the more open policies practiced in the US. The architects of the ECB, the architects of the Bundesbank, took the view that when it comes to central bank independence, more is unambiguously better.

This extremely powerful institution will be inhabited by a hawkish group of central bankers. Across Europe, central bankers are of one mind when it comes to their role. They view monetary policy as a matter of ensuring stable monetary growth in the medium term which will result in low inflation.

In something of a contrast with the US Fed, most European central bankers play down the role of monetary policy in managing the business cycle. The combination of a powerful central bank and a hawkish culture among central bankers is often ignored in discussions about whether the euro will be a strong or weak currency. It seems likely that the central bankers of the ECB will not only want to achieve low inflation, they will be able to as well.

But the particular structure of the ECB's constitution may raise tensions in the medium term. Emu's monetary constitution may ultimately be viewed as unnecessarily secretive and insensitive to legitimate demands that institutions should be accountable.

The Bundesbank model has worked well in Germany because of Germany's history and the enormous popular respect that the central bank commands. It is far from clear that this model is appropriate for a broader group of countries that do not share these particular historical concerns.

In some senses, greater transparency and accountability do act as a constraint on independence. But at the same time, greater transparency and accountability would significantly increase the legitimacy of the new European Central Bank. And in the long run, it is the legitimacy of the new central bank which will ultimately determine the success or failure of the Emu project.

The author is an economist at I.P. Morgan in London.

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Friday August 8 1997

India makes haste slowly

The Indian government's decision to drop the bill paving the way for liberalisation of its insurance market is a blow for the international industry, and for wider hopes of opening the financial sector to competition. It is a setback for those seeking a global deal on liberalising financial services through the World Trade Organisation. It is also a stark demonstration of the political weakness of the coalition government in Delhi.

The Indian insurance industry has been a state monopoly since 1973. When Mrs Indira Gandhi nationalised the non-life sector, life insurance has been state-controlled since the 1950s. It is inefficient, unimaginative and expensive. Claims are hampered with red tape, and processed at snail's pace. The industry has also failed to stimulate the level of domestic savings needed to finance the huge infrastructure investments required for faster economic growth. It is in urgent need of liberalisation.

Yet even the very modest first step in that direction proposed by Mr P Chidambaram, the finance minister, has been halted. He is calling for the private sector, including joint ventures with foreign partners, to be allowed to offer health insurance and, to a limited extent, pensions. The move was blocked by an unholy alliance of the Communists and the Hindu

UPS on strike

It is tempting to see the dispute between United Parcel Service and workers represented by the International Brotherhood of Teamsters as the beginnings of an inevitable clash between the forces of the new US economy and old organised labour. But even with unemployment at its lowest level since 1973, it remains difficult to find other indications of workers' wielding real market power.

Although UPS profits have been buoyant, workers have been denied full-time employment, according to Teamsters, and part-timers, accounting for 60 per cent of the workforce, are paid as little as half of the full time wage. The union has certainly tapped a rich vein. The picture of part-timers denied their slice of the American dream has great resonance with disaffected blue collar workers across the US. Wages inequality having risen markedly over the last 20 years and real wages have declined for those at the bottom, charges of corporate greed strike a powerful note.

UPS responds that the growth of part-time employment reflects the need for large numbers of people to work relatively short shifts, in accordance with its express delivery schedules. In the face of strong competition, flexibility is essential, and the union itself agreed to the two-tier pay system in an earlier contract. Many UPS employees, who receive far greater benefits than part-timers in most other companies, do not want full time jobs.

Moreover, UPS says the most important battle is over its proposal to opt out of a multi-employer pension fund controlled by the Teamsters. In favour of a jointly administered company fund. This would make better provision for UPS employees, by removing the subsidy paid by UPS workers for their brothers in other firms. Mr Ronald Carey, who faces re-election as the Teamsters president and is caught up in a funding scandal, needs a war - and better still a victory.

Whatever the causes of the UPS dispute, the circumstances still for the moment appear exceptional. Strike activity in the US economy remains at a 30-year low, and the unionised workforce stands at half its level of the 1980s. Although consumer optimism is high, workers remain remarkably insecure. The numbers leaving their jobs voluntarily has risen very little since the start of the recovery. Fear of being laid off has increased since 1991, and despite unemployment at historically low levels, wage pressure remains subdued.

As long as the sense of job insecurity remains so widespread, it is hard to see a turning tide in the balance of industrial power.

A quiet revolution is under way in South Korea. It is coming about in response to the past dreadful year for Korean business. Three of the top 30 *chaebol* (conglomerates) have collapsed. The Kia car group, the largest of the 30 to run into trouble so far, is teetering on the edge and others are expected to follow. The result, paradoxically, could shift power away from government to business.

For the problems are more than just corporate: they are related to the way in which Korea is run. For decades, the government encouraged the *chaebol* to expand in order to fulfil its ambition of making Korea a great industrial power. At the same time, the family founders exercised enormous sway over the companies, paying scant attention to shareholders. They built up huge *chaebol* on a foundation of debt, financing excessive production capacity and reckless expansion into new businesses.

This worked well enough as long as Korea maintained extraordinarily high growth rates - of 8 per cent or more. The firms could easily service their bank loans out of fast-growing sales. But the economy is now slowing down. This year, estimated growth in gross domestic product will be about 6 per cent. That may sound wonderful to westerners, but it spells trouble for Korea's *chaebol* whose survival is geared to much higher rates of expansion.

With their sales growth slowing, the *chaebol* have had to go to the banks for their capital needs. But the banks are themselves affected by the economic slowdown which has increased the burden of non-performing loans. A tougher attitude by ailing banks on lending to troubled corporate clients has added to industry's problems.

The result is that Korea could face a prolonged slump, as in Japan. If that happens, business investment would be curbed as industry restructures and banks adopt more prudent lending policies. Consumer confidence would be dented as job cuts rise. There are fears that asset prices may fall dramatically as struggling *chaebol* are forced to sell their property, businesses and equity holdings.

But the current troubles contain a ray of hope. They are forcing Korea finally to get to grips with fundamental economic weaknesses. Because of its involvement in the expansion of *chaebol*, the government will be deeply affected by the crisis, which will force changes in the way the economy is managed. Heavy state regulation and official meddling in lending decisions is likely to be eased. Capital allocation will become less distorted as financial markets are opened to foreign investors. Industry will undergo a painful, but necessary, rationalisation.

"We had not been fully prepared for the changes we are experiencing for the first time in our economic development," says Mr Kang Kyong-shik, the finance minister. "We mistakenly see the opportunity for change as a crisis."

Kia, the nation's eighth largest conglomerate, exemplifies the problems confronting the country. "Kia has a solid business in its car division, but it has been

bled white by its expansion into unprofitable ventures, such as steel and construction," says Mr Henry Morris, a managing director at Coryo International (H.K.), a Korean investment group. "The same is true for most Korean *chaebol*, which have sacrificed good core industries for reckless diversification."

This reflects Korea's corporate culture, which emphasises company size and market share rather than profits. The *chaebol* compete intensely to create self-sufficient industrial fiefdoms producing everything from computer chips to container ships.

Corporate expansion has been encouraged by the government as it sought to build an east-Asian powerhouse to rival Japan. Kia and other carmakers, for example, received soft loans to build factories as part of a state-sponsored effort to create the world's fifth-largest car industry.

Korea has achieved that goal, and is now producing nearly 4 million vehicles a year. But the cost has been painful. "Kia's troubles are the result of what many observers have warned for years," says Mr Andrew Card, head of the American Automobile Manufacturers Association. "Korea's large expansion in a glutted global market carries risk for the Korean car automotive industry."

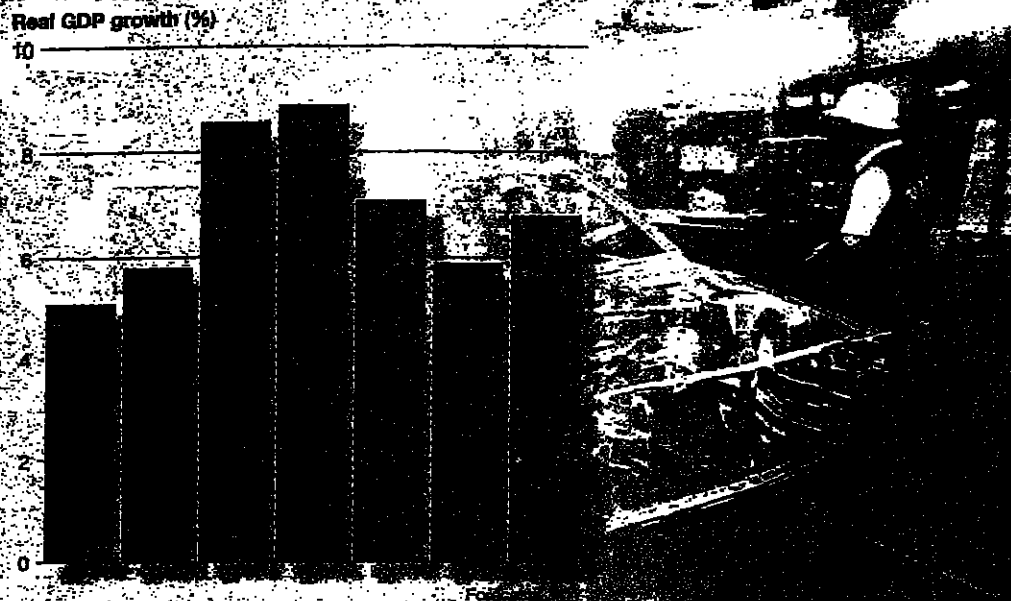
When the city council tried to trim this phalanx back in April, Barry strongly resisted. Although it costs the near-bankrupt city \$12m a year, aides said the mayor receives "stacks" of threatening letters. So in a city where diplomats and politicians travel alone - or with an aide or two for company - Barry maintains his entourage. The threats now are being made against the tough new regime put in place by Congress to improve the city's management. Most Washington residents reckon the city should keep its old "home rule" powers and black activists have warned of civil unrest.

Not discouraging them in the least yesterday was Barry. "Democracy has been raped, and we intend to try to do something to the perpetrators of the rape," he declared.

A Korea change

The crisis hitting big business is also an opportunity for fundamental reform, argues John Burton

Constituents of a crisis



Source: Daewoo/VCI, Office of Bank Supervision

Earnings for carmakers were squeezed as sales stagnated in a saturated domestic market, forcing them to offer 30-month interest-free loans to reduce inventory. Although exports have climbed, they are barely profitable.

The story is the same for many of Korea's biggest industries, including semiconductors, steel, petrochemicals and ships. A boom in industrial investment in 1994-95 has left the country with excess capacity and the *chaebol* with huge debts.

The average debt burden for the top 30 conglomerates is more than four times equity. In Kia's case, its debts of \$10.7bn (\$6.5bn) are more than five times equity. Half of these debts are borne by its ailing commercial vehicle, steel and construction units, which pulled the group into a net loss of about \$140m last year.

Servicing those debts has become more difficult in the past year. Domestic sales have been sluggish and increased competition has driven down world prices in almost all export industries. Korean chipmakers, for example, suffered a 90 per cent fall in earnings last year because of a glutted global market caused by their own rapid expansion.

Moreover, the *chaebol* can no longer depend on easy access to

new loans from the banks and other financial institutions to roll over their debts. The banks traditionally have been under government pressure to lend to industrial projects, many of questionable economic value. This has left the six main banks with more than Won20,000bn in bad loans that account for 14 per cent of their total lending, according to a recent estimate by a presidential commission on financial reform.

Struggling for survival, the banks finally declared they had enough of state guidance on lending policy. An important test came earlier this year when the Hanbo steel group demanded new loans. With the government of President Kim Young-sam weakened by political turmoil and corruption scandals, banks refused more money to the state-favoured company.

"We had it up to here with lending to Hanbo," says a senior official at Korea First Bank, Hanbo's biggest creditor. "We told the government if they had confidence in the steel company, then it should use public money to support it." Hanbo collapsed in the first of a string of bankruptcies.

With their commercial-bank lending becoming restricted, companies sought to raise

short-term capital from other financial institutions to service their debts. But they have had problems here too. Short-term lending institutions have been quick to call in loans because they are not backed by collateral, unlike those made by commercial banks. This proved fatal for the Jinro liquor group, another of the *chaebol* to go bust.

The tougher lending policy is supported by economic reformers in the government, including Mr Kang, who became finance minister after the Hanbo collapse.

"What has happened would have been unimaginable just a year ago," says Mr Richard Wallace, head of equities at Dresner Kleinwort Benson in Seoul. "The access of the *chaebol* to financing is becoming difficult as the government breaks the close link between the banks and the *chaebol*. It shows the government is concerned about corporate gearing and economic efficiency."

Nonetheless, the new policy has put the banks and government in a quandary. Allowing companies to collapse will increase the bad-debt burden on banks, threatening their international credit ratings. The value of their collateral, mostly property, may fall as the *chaebol* rush to sell land to raise capital.

Commercial property prices have declined 10-30 per cent in the past two to three years and should drop another 30-40 per cent this and next, estimates Dongbang Peregrine Securities in Seoul.

This has increased pressure on the government to intervene to rescue several heavily exposed big banks. The government and banks recently gave threatened companies such as Kia a temporary reprieve, freezing debt payments for two to three months in the hope that the economy would recover and help improve their fortunes. This appears to be merely a doubtful stop-gap measure.

But the government has so far resisted the widespread calls to bail out Kia and the other troubled *chaebol* with state subsidies as has been done in the past. "People's way of thinking and the system of management must be changed," says Mr Kang. "In doing so, the process should entail pain and require endurance to break established frameworks."

More pain is likely since the economy looks set to stay sluggish while the country tries to restructure the corporate and banking sectors. But the outlook is not entirely bleak.

Korea could avoid asset devaluation by creating one or more "bad banks" to manage the gradual disposal of property and industrial assets as has been done in the US, Japan and Sweden. Opening the closed bond market to foreign investors would provide a new source of capital for Korea's healthy companies, while improving financial discipline for the rest.

As the economy slows and business problems mount, such reforms are becoming urgent. They help underscore the finance minister's message. "Changes and restructuring are not a matter of choice, but a matter of survival."

Algeria's trauma

It is shocking that the army-backed Algerian government feels under no obligation to explain to the world, let alone to its own citizens, how and why dozens of villagers are being slaughtered almost daily only an hour's drive from Algiers. It is equally shocking that western governments appear content to be kept in the dark.

In one of the worst waves of killings in Algeria since the outbreak of the conflict in 1992, at least 700 civilians have died in the past two months in brutal massacres. The government has kept silent, allowing the news to filter through sometimes dubious reporting in local newspapers, which blame all killings on Islamist extremists.

But a recent massacre reported to have been carried out within 50 metres of army barracks has raised questions about the government's determination to bring an end to the violence. There are also suggestions that Islamist extremists' attacks on villages are mixed with acts of banditry, feuds among extremists and reprisals by civilian self-defence militias.

A main pillar of the government's fight against opposition militants has been to arm civilians in rural areas while the army carries out operations against Islamist groups in nearby mountain hideouts. This has exacerbated the violence

Sunny side down under

Australia's international image has been a bit overcast recently. First came right-wing MP Pauline Hanson, who's been broadcasting her strident views on immigration around the globe, then last month's leaked foreign ministry briefing document - offering less-than-flattering opinions of the country's smaller neighbours.

Now prime minister John Howard is trying to repair the damage. He's set up an "Images of Australia" taskforce - a group of heavyweight diplomats who will be trying to counter any impression that the country is populated by plain-speaking xenophobes. But they won't be pushing the sea-and-sunshine image usually presented to tourists; officials say the taskforce will "present Australia as a sophisticated, technologically advanced and culturally diverse nation".

There's a special charm offensive lined up for Asia amid fears that inward investment could start to suffer unless something is done. There's already been sharp falls in the number of Asian students enrolling at Aussie seats of learning since Hanson - a former fish and chip shop owner

Mass movement

So who's responsible for organising the Pope's visit to France later this month? First the Catholic Church chooses August 24 to hold a mass to celebrate the papal visit; that just happens to be Saint Bartholomew's Day, or the anniversary of the 1572 massacre of French Protestants.

Now the Vatican has authorised an intriguing choice of professionals to co-ordinate the gathering, which is expected to attract up to 800,000 worshippers. Their previous assignments include organising the bicentenary celebrations of the French Republic - not a good day for the Church of Rome - and several Gay Pride rallies. Talk about catholic tastes.

Body double

Marlon Barry has been stripped of most of his powers - but Washington's controversial mayor will continue to run the public libraries, the recreation department and the tourism office. To protect him in these labours, he's keeping his full team of 31 bodyguards - the

Earth movers

Only a few weeks ago the Japanese government accepted that trying to predict earthquakes is well-nigh impossible. But that hasn't stopped an official panel of seismologists from saying that there's a quake on the way along a fault in western Kanagawa Prefecture, near Tokyo. After extensive geological tests they've concluded that a big one

Non-person

Negotiators in Bonn this week trying to thrash out ways of cutting greenhouse gas emissions didn't manage to agree on very much - even who'd sit on what committee. So much so that Argentinian Raul Estrada-Oyuela, who chaired the talks, has decided to do away with committees altogether; instead he's set up a series of "non-groups".

The meeting's closing statement refers to a "non-group" on compliance measures and another "non-group" on implementing existing government commitments. Estrada-Oyuela isn't saying exactly what a "non-group" entails - but he says it saved a lot of "useless discussion". Anything to cut down on hot air.

50 years ago

Congress Urged To Meet Washington: Reliable reports here tonight indicate that Mr George Marshall, US Secretary of State, has been urged that a special session of the US Congress this autumn would be the best, and perhaps the only, hope of America being able to give positive aid to Britain and other European countries. This coincides with warnings from influential Congressmen that there could not and must not be any amendment of the American loan to Britain provisions without Congressional assent. It appeared likely that high British officials would be arriving shortly for what the Americans call "loan modification" talks and which the British describe as "general dollar discussions".

France Impressed By Plan The measures announced yesterday and the present crisis in Britain are widely commented on by the French Press, reflecting the strong impression created in France by the Labour Government's emergency programme. According to some commentators, the British and French problems have the same origin - exaggerated State control, costly and inappropriate nationalisation measures, insufficient output and working hours.

FINANCIAL TIMES COMPANIES & MARKETS

Friday August 8 1997

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IN BRIEF

Veba earnings up 7% in first half

Veba, the Düsseldorf-based industrial conglomerate, announced today that it is investing \$1.7bn in an eventual 20 per cent stake in Pioneer Hi-Bred International, the Iowa-based agricultural technology group.

The two companies will also set up an equally owned joint venture to be called Optimum Quality Grains. This will bring together DuPont's agricultural products' quality grains unit and Pioneer's nutrition industry business, both of which are based in Des Moines.

Shares in Pioneer surged on the news, gaining 16 1/2 - 21 per cent - to \$22 1/2 yesterday morning.

DuPont and Pioneer say the alliance will create one of world's largest agricultural research collaborations, with the two companies investing a combined \$400m in agricultural R&D next year. Part of that will support the new joint venture directly, notably in areas such as the genetic modification of corn, soybeans and oilseeds - research aimed at improving the crops' yield potential.

Both have been developing proprietary technologies in this field, with DuPont citing its "Optimum" high-oil corn and high-oleic soybeans, and Pioneer its work on low linoleic soybeans and high-oil corn and sunflowers.

Some of the \$400m will continue to be invested by the two companies separately, but Mr Charles Holliday, DuPont's executive vice president, said they would look for other collaborative areas.

The merger is aimed at integrating "DuPont's recognised strengths in material sciences and biotechnology with Pioneer's global strength in corn and oilseed genetics," according to Mr John Krol, DuPont's chief executive.

DuPont will invest in Pioneer's stock at \$104 a share and take two seats on the company's 15-man board. This will initially give it a 16 per cent stake in Pioneer, which will use the funds received to buy back its own stock, lifting DuPont's holding to 20 per cent.

The deal also includes a 16-year standstill and corporate governance agreement, pegging the DuPont stake at 20 per cent unless both companies agree to waive this.

DuPont says the deal means that it will take a non-cash charge to earnings as an accounting write-off for R&D work in process. This is not expected to exceed \$1bn. Thereafter, it expects a modest earnings dilution in 1998, but of no more than 2 per cent.

The company stresses that its crop protection products, which are also part of the Delaware-based DuPont Agricultural Products division, will not form part of the alliance.

Pioneer, which is listed on the New York Stock Exchange, is one of the leading suppliers of hybrid seed and has more than 40 per cent of the hybrid seed corn market in North America. Hybrid seed corn and soybean seed account for most of its annual revenues, which run at just under \$2bn, and for most of its profits.

About two thirds of its business revenues come from North America and the remainder predominantly from Europe - although it also has interests in developing regions, including Asia.

Earlier this year Fuji TV announced it would join Mr Rupert Murdoch's digital satellite broadcasting venture Japan Sky Broadcasting (JSkyB), along with Sony and Softbank, the software group.

The company's listing is the first in nearly four decades by a Japanese television network, and analysts have high expectations for the stock's debut.

Many predict the shares could soar to ¥700,000 on their first day of trading, against an initial public offering price of ¥550,000 set last month.

Some foreign brokers, however, have advised investors to hold off if the shares open sharply higher than the offer price. They caution against inflated expectations of Fuji TV's entry into digital satellite broadcasting, as profits from the JSkyB venture may take some time to boost the broadcaster's earnings.

Mr Hisashi Hieda, company president, said he hoped the satellite broadcasting business would contribute to Fuji TV's results but stressed that many details of the new venture had yet to be decided.

In May, Fuji TV warned that profits in the year to March would be affected by costs related to its recent move to new premises in Tokyo, but said steady growth would resume the following year.

However, analysts said the initial investments required for Fuji TV's participation in JSkyB could slow profit growth for two to three years.

The company's IPO was one of the largest in Japan this year, and raised more than ¥100bn (\$841m) through an initial auction of 116,000 shares on July 29 plus subsequent fixed-price offerings of another 114,500 shares.

Observers said the issue price was low, given the popularity of the shares.

They suggested Yamaichi Securities, which lead-managed the issue, tried to keep the price substantially below the lowest successful bid price of ¥588,000.

DuPont buys stake in Pioneer

By Nikki Tait in Chicago

Agricultural R&D venture to follow

DuPont, the US's largest chemical company, announced yesterday that it is investing \$1.7bn in an eventual 20 per cent stake in Pioneer Hi-Bred International, the Iowa-based agricultural technology group.

The two companies will also set up an equally owned joint venture to be called Optimum Quality Grains. This will bring together DuPont's agricultural products' quality grains unit and Pioneer's nutrition industry business, both of which are based in Des Moines.

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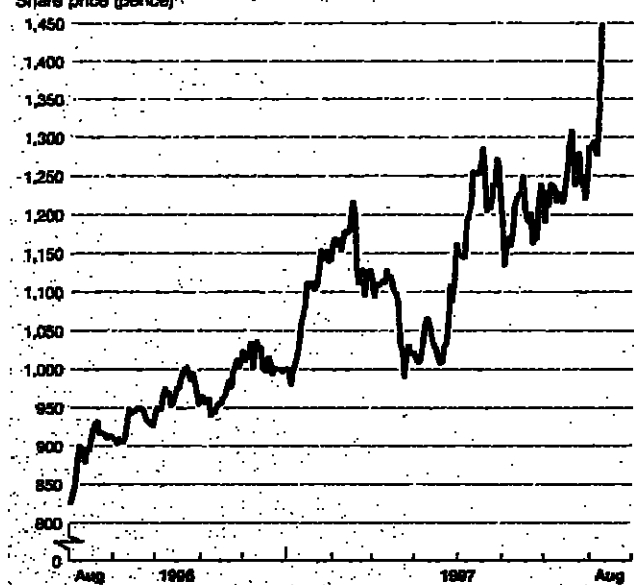
Both have been developing proprietary technologies in this field, with DuPont citing its "Optimum" high-oil corn and high-oleic soybeans, and Pioneer its work on low linoleic soybeans and high-oil corn and sunflowers.

Barclays posts 11% profits rise

Bank plans to buy £400m of its own shares and increase dividends

By George Graham, Banking Correspondent

Buoyant Barclays surges higher



Barclays' Martin Taylor (left) and Andrew Buxton

Barclays, the UK bank, yesterday announced plans to buy in another £400m (\$632m) of its own shares and step up its dividends as it beat market forecasts with an 11 per cent improvement in first-half operating profits to £1.33bn.

Its share price climbed by 120p to £14.47 yesterday, up 9 per cent in a day and 13 per cent in the last two days.

Barclays has already bought back £250m of shares this year and it forecast in February that it would have room for £500m of repurchases over the whole year.

But Mr Martin Taylor, chief executive, said: "We now think we may have scope to do another £400m or so, making £700m over the year."

Mr Taylor's optimism was based on a strong first-half performance by Barclays' personal and business banking units and a partial recovery by its BZW investment banking subsidiary.

Even after a £106m hit from tax changes in last month's budget, pre-tax profits in personal banking rose 14 per cent to £328m and in business banking by 18 per cent to £438m.

BZW reported profits of £124m, down from £148m in the same period a year ago, but a substantial improvement on the second half last year when a radical reorganisation pushed profits down to £42m.

Asset management profits rose 48 per cent to £48m, while international and private banking remained broadly flat at £115m.

Announcing a 17 per cent increase in the interim dividend from 11.5p to 13.5p, Mr Taylor said Barclays could pay out more in future if inflation stayed low.

"Looking forward we have considerable scope for the dividend to increase," he said.

Mr Michael Lever, banking analyst at HSBC James Capel, said the dividend outlook was one of the main reasons for the increase in Barclays' share price yesterday.

While Barclays' share price has outperformed that of its most comparable rival, National Westminster Bank, it has lagged behind the rest of a sector which has been dragged upwards by the spectacular advances of Lloyds TSB and HSBC Holdings.

Investors have been wary about Barclays' involvement in investment, but Barclays said yesterday that BZW had produced a 15 per cent return on capital in the first six months of the year.

That is lower than the 24 per cent return for the whole group, and lower even than its long-term target of 15 per cent. But Mr Taylor said it was close to covering its cost of capital.

Group net interest margin rose from 3.24 per cent a year ago to 3.47 per cent, despite pressure on margins in most individual business segments.

Credit quality, however, remained exceptionally strong. Net new provisions for bad and doubtful debts fell from £148m to £90m, or 0.1 per cent of average loans, helped by releases of earlier provisions.

That included £25m on the sale of part of Imry, the troubled property company Barclays took over at the depths of the last recession.

Even Barclays' longest-running headache, the rump of its French banking and property business, came close to breaking even, losing just £2m compared with £53m a year earlier.

Budget tax changes cost Barclays £28m on its life assurance fund and £77m on finance leasing, as well as £20m on the valuation of its equity derivatives book.

Even after that, earnings per share rose from 56.3p to 59.2p, helped by the fact that Barclays has bought in £1.25bn of shares over the last two years.

Lex, Page 18

Poor interim results knock 3 per cent off Shell shares

By Robert Corzine in London

Shares in Shell Transport and Trading closed about 3 per cent down yesterday after publication of a surprisingly poor set of interim results from the Anglo-Dutch oil group.

A "disappointing" performance by the chemicals division and adverse currency movements were behind a 4 per cent fall in second quarter profits to £1.14bn (\$1.85bn), and a 1 per cent fall in half-year earnings to £2.68bn.

The results were in sharp contrast to the buoyant profits reported earlier in the week by British Petroleum.

Shell's share price rose strongly before yesterday's results in the expectation that it too would report a buoyant performance, but it closed in

London last night down 14 1/2 at 458 1/2. Mr Mark Moody-Stuart, who took over last month as chairman of Shell Transport and Trading, the group's UK arm, said a decision to concentrate 70 per cent of annual chemical plant maintenance in the second quarter "was not very smart".

It caused second quarter chemical earnings to plummet 36 per cent to £86m from a year earlier. Start-up costs at a new plant in Singapore and a lag in price rises for some chemicals also hit earnings.

But Mr Moody-Stuart said he was unhappy at the way the company dealt with such "special" problems.

The strength of Sterling also took a heavy toll on earnings in the quarter. Currency exchange losses totalled

£117m. Executives noted that their European chemical companies which use the D-Mark "had to make 21 per cent more profits this year just to stand still" in Sterling terms.

The company's holdings of cash and liquid investments were also hit. The cash pile fell by £1.2bn to £5.9bn, but executives said the money had only been re-classified.

Crude oil production rose by only 1 per cent for the half-year, while natural gas sales were down by 5 per cent.

Capital expenditure is also expected to increase in the second half.

The return on capital employed for the year to June 30 was 11.5 per cent, still below Shell's target of 12 per cent and well below the industry average of about 15 per cent.

Ringgit's slide dents Proton

By James Kyng in Kuala Lumpur

last March 31, when pre-tax profits jumped to M\$1.03bn (\$390m).

Proton buys most of its engines from Mitsubishi Motors, the Japanese car producer which has a big equity stake in Proton. About 20 per cent of Proton's costs are denominated in yen. The Japanese currency has risen about 7 per cent against the ringgit this year. The yen's depreciation by about 13 per cent last year was an important factor in Proton's profits surge.

Other complex components which Proton buys locally contain parts from Japan. Although Proton does not directly bear the cost of these, industry analysts said the yen's climb would complicate a campaign to cut the price at

which Proton buys parts from local suppliers.

The adverse currency movements coincide with a slowdown in car sales and a loss of domestic market share for Proton. "There is a general consensus that in the second half of the year, the economy is becoming harder," said Mr Saleh.

In May, Proton's market share fell to 60 per cent, compared with 65 per cent for last year and a peak of 74 per cent in 1993. Mr Saleh said the drop in market share might be temporary. "It is not time to push the panic button."

Exports may turn out to be a bright spot. Mr Saleh said distributors abroad would find it cheaper to buy Protons following the ringgit's depreciation.

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Chief price changes yesterday

FRANKFURT (DEM)	PARIS (FRF)
Alstom	230.5 + 12.5
Adidas	625 + 35
Holstentrom	705 + 25
Krediet	85.9 + 4.4
RWE	428.5 + 12.0
SAP AG	780.5 + 22.5
Ving	
NEW YORK (\$)	TOKYO (Yen)
Alcoa	25 1/4 + 3/4
Chen East Air	61 1/4 + 1 1/4
East Air	12 + 1 1/4
Exxon	15 1/2 + 1/2
Holly-Horn	11 1/2 + 1/2
Shell Corp	11 1/2 + 1/2
United Health	51 1/2 + 1/2
LONDON (Pence)	HONG KONG (HK\$)
Alstom	37 1/2 + 1 1/2
Bayer	140 1/2 + 1 1/2
Boehringer	141 + 1 1/2
Robert Walters	295 + 30
Shell	37 1/2 + 1 1/2
Telecom Tel	340 + 30 1/2
TORONTO (Cdn)	SINGAPORE (S\$)
Alstom	36 + 3
Bank of Montreal	34.0 + 3.5
Macquarie Int'l	11.5 + 1.0
Metrowest	8.75 + 0.85
PLD Telecom	10.75 - 2.00
Foremost Inds	5.80 - 0.45
Pet Vals Can	

New York and Toronto prices at 12:00.

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Credit Agricole Indosuez	Creditanstalt-Bankverein
The Dai-ichi Kangyo Bank, Limited	Dresdner Bank Luxembourg S.A.
ING Bankings	National Westminster Bank Plc
Societe Generale	

Banks

Deutsche Bank Luxembourg S.A.	Banca Commerciale Italiana - London Branch
Bank Austria Aktiengesellschaft	Bankers Trust Company
Bayerische Landesbank Girozentrale	Bayerische Vereinsbank AG
BBL Ireland	Citibank
Commerzbank International S.A.	Credit Agricole Indosuez
Creditanstalt-Bankverein	Dai-ichi Kangyo Bank (Deutschland) AG
Dresdner Bank Luxembourg S.A.	ING Bankings
National Westminster Bank Plc	Societe Generale

Agent Deutsche Bank Luxembourg S.A.

Deutsche Morgan Grenfell

Metsä surges but cautions on sector

By Greg McIvor in Stockholm

Metsä-Serla, the Finnish forestry group, more than doubled first-half profits, but yesterday cautioned about a hoped-for rebound in the sector during the rest of the year. Pre-tax profits rose from FM333m to FM716m (\$128.2m), including a FM404m gain from share sales. Excluding non-recurring items, profits after financial items advanced from FM223m to FM306m.

Mr Jorma Vaajoki, chief executive, attributed the advance to bet-

ter productivity and internal cost-efficiency measures, rather than any improvement in the market.

He played down hopes of a rapid recovery in the industry, which has been hit by weak prices since late-1995, saying the group was prepared only for a "possible gradual improvement" during the second half of the year.

Metsä's profits beat analysts' expectations and its most-traded B shares gained FM0.80 to FM48.80.

Mr Vaajoki's comments contrasted with those of Stora, the Swedish group which delivered a

bullish assessment of future demand and prices when it reported half-year results this week.

Metsä said its paper delivery volumes rose 73 per cent, but most of the increase was from investments and acquisitions. Group turnover advanced 18 per cent from FM7.4bn to FM8.8bn.

Demand for coated magazine paper, a key grade, grew almost 30 per cent in western Europe, and Metsä's deliveries rose 28 per cent.

However, prices in foreign currencies fell until June, when there

was a modest strengthening. Prices are still more than 20 per cent lower than the same time last year.

Capacity increases depressed prices of coated fine papers, which were about 5 per cent lower in the first half compared with last year. Metsä said prices of wood pulp, the key ingredient of paper, would have to rise before prices could be increased.

Metsä's operating profits in paper climbed from FM47m to FM61m. Packaging was the most profitable unit, with operating profits rising from FM266m to FM326m

on sales up from FM2.6bn to FM2.8bn.

The improvement reflected an 8 per cent increase in European demand, for folding boxboards, although average prices in markets were slightly lower.

Metsä said it was considering listing its tissue division on the Helsinki stock exchange. The company said it would retain a majority interest and the move would strengthen the unit.

The division's operating profits were flat at FM75m. Sales slipped from FM924m to FM918m.

Ispat shares rise on debut

By Vincent Boland

Shares in Ispat International, the steel company owned by the entrepreneur Mr Lakshmi Mittal, opened at \$29 in their first day of trading yesterday on the New York Stock Exchange.

They were priced at \$27 in an international public offering.

The shares were also listed in Amsterdam, where they opened at F161.20 and closed at F162.30.

This compares with an offer price equivalent to F157.15.

The offer was at the top end of the \$26-\$27 range set by joint global co-ordinators Donaldson Lufkin & Jenrette and Credit Suisse First Boston.

It valued the initial public offering at \$675m and Ispat at \$3.4bn.

The range had been raised this week from \$22-\$26, reflecting strong investor interest.

The size of the offering was also increased, from 19.25m shares to 25m shares.

Mr Mittal sold 9m shares, valued at \$243m, and retains a stake of about 80 per cent.

An additional tranche of 3.75m shares may also be exercised in a greenshoe option.

ABB lifts order book intake 14%

By William Hall in Zurich

ABB, the international electrical engineering group, bucked the slowdown in its western European home market by lifting its order book intake 14 per cent to \$20bn in the first half of 1997.

The surge in orders, which rises to 21 per cent when translated into local currencies, is the first sign that Mr Goran Lindahl, the new chief executive, is adopting a more aggressive approach to winning business than his predecessor, Mr Percy Barnevik, who remains company chairman.

ABB said the rise in the order backlog was driven by strong growth in large projects and increased demand from emerging markets. Orders received in power generation, which has been one of ABB's problem areas, rose 14 per cent to \$5.6bn.

and power transmission orders rose 29 per cent to \$5.5bn.

Mr Lindahl, who took over as chief executive at the start of the year, said ABB had increased its market share.

He had only three messages for his worldwide staff of 215,000: "Sell, sell more, and sell even more." He said he was pleased that the order intake had topped \$10bn for two consecutive quarters, and was not going to be deflected in his marketing drive by criticism by environmentalists of the company's involvement in controversial projects such as Malaysia's Bakun dam.

He was confident the Bakun project would go ahead as planned and was hopeful that ABB would win a share of the contract for China's Three Gorges project, due to be announced next week.



Goran Lindahl: not put off by environmentalists' criticism

Nevertheless, Mr Lindahl stressed that the bid for extra volume had not been at the expense of margins.

Although the company does not give divisional profit figures at the halfway stage, Mr Lindahl indicated there had been a turnaround

in the power generation side, where profits fell 40 per cent last year.

The strength of ABB's order intake contrasted with a slight decline in first-half revenues to \$15.2bn and a 2.3 per cent rise in net income to \$567m.

The profits were marginally less than analysts' expectations, but a large part of the shortfall was the result of movements in the US dollar.

ABB, jointly owned by Swiss and Swedish parent companies, said its net income in local currency terms rose 12 per cent.

The strength of the dollar, by contrast, had a positive effect on the earnings of its parent companies. ABB AB, the Swedish holding company, increased net income per share by 12 per cent to SKr2.26, while ABB's Swiss parent increased its earnings per share by 22 per cent to SFr45.40.

ABB is sticking to its forecast that its 1997 net income will reach last year's level of \$1.23bn. ABB's shares, which have underperformed the Swiss market this year, rose 2.3 per cent to SFr2.266 yesterday.

Oil earnings bolster Veba interims

By Ralph Atkins in Bonn

Veba, the Düsseldorf-based industrial conglomerate which plans a New York Stock Exchange listing in October, lifted pre-tax income in the first half of the year by 7.1 per cent to DM1.748bn (\$935m), helped largely by strong advances in its oil division.

Veba gave no divisional breakdown of profits but

said oil earnings improved "appreciably" because of the stronger dollar and higher prices, which helped exploration and production activities. Profits were also helped by improvements in its transport, trading and services division, although the group said construction-related business units in the division had "not, yet met... our expectations".

Earnings from the chemical division remained "well below" the previous year. Improvements in specialty and performance chemicals failed to offset declines in basic chemicals and silicon wafers, used in the semiconductor industry.

Overall results were in line with analysts' forecasts and the shares ended up DM1.40 at DM1.70. Veba was confident earnings growth for the full year

would be "at least of the same magnitude" as in the first half. Sales in the first half rose 8.5 per cent to DM39.7bn, with oil division revenues up 14.1 per cent. Chemicals sales rose by only 2.9 per cent to DM5.56bn.

Veba plans to take advantage of the liberalisation of the telecommunications market next year and has set up a joint venture, o.t.o., with RWE, another power

utility. Reported telecommunications sales fell almost 20 per cent to DM149m, but Veba said this reflected a different accounting treatment of its 62.5 per cent stake in o.t.o. It said the underlying trend was a rise of about 30 per cent.

Veba is in negotiations with potential buyers of a 22.5 per cent stake in o.t.o., with a deal expected by the end of the year.

Zeneca: the half year report

Continued good performance:

- ✓ Underlying* sales up 10%
- ✓ Underlying* profit before tax up 22%

Continued progress of recently-introduced products:

- ✓ Sales of pharmaceutical products launched in the last two years accounted for 16% of total pharmaceutical sales
- ✓ Since its November 1996 launch, over 360,000 patients in the US have been prescribed our new oral asthma therapy
- ✓ First launch, in the UK, of our new migraine treatment
- ✓ UK and US approvals for Amistar family of agricultural fungicides: now launched in 15 countries

Continued strengthening of future growth potential:

- ✓ Acquisition of:
 - Remaining 50% shareholding of Salick Health Care, Inc., US comprehensive cancer care provider
 - Mogen, international plant biotechnology company
- ✓ Research collaborations announced with:
 - Pharmacoepia (combinatorial chemistry)
 - Xenova (natural compound libraries)
 - Oxford University (genetic research into heart disease)
 - University of California (immunosuppressive drugs discovery)
 - Molecular Dynamics/Amersham International (gene analysis technology access)
- ✓ £218 million capital investment includes new manufacturing facilities to meet increasing demand for new products

*Underlying results reflect constant rates of exchange and exclude the results of divested businesses.

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Nycomed warns of US setback

By Roger Taylor

Nycomed, the Norwegian healthcare group merging with Amersham International, of the UK, yesterday reported its third consecutive quarterly rise in profits, but warned the renegotiation of important US contracts might result in setbacks to earnings.

Nycomed has already seen profits hit by a US price war in medical imaging agents, which account for 60 per cent of the group's turnover.

It said yesterday that although prices had stabilised over the past nine months, allowing profits to rise, the new contracts were likely to be at lower prices. Income before taxes rose to NKr333m (\$43.2m), 23 per cent up on the first quarter and 20 per cent up on the same period last year.

However, income before taxes of NKr604m for the first half was below the

NKr678m reported for the same period last year. Turnover for the first half was in line with last year, at NKr3.8bn.

Net debt rose NKr285m to NKr1.8bn. Earnings per share were NKr1.96 against NKr1.89 for the quarter, and NKr3.73, compared with NKr4.56, for the first half.

Nycomed A shares moved up NKr6.50 to NKr168 on the results, which were ahead of analysts' forecasts.

They have risen 55 per cent since the deal with Amersham was announced last month.

In London, Amersham shares rose 54p to close at 210.15p - 32 per cent higher than their pre-merger level.

Amersham's offer of 650 of its shares for every 1,000 Nycomed shares is worth NKr170.70 a share, at which price the merged group, Nycomed Amersham, would have a market capitalisation of about £2.53bn (\$4.12bn).

Schering raises full-year forecast

By Sarah Althaus in Frankfurt

Schering, the German pharmaceuticals group, yesterday lifted its earnings forecast for the full year after registering strong growth in profits and turnover in the first half.

The figures were helped by improved foreign exchange rates and acquisitions. The Berlin-based company said full-year earnings could rise by as much as 20 per cent - revised from 10-15 per cent - after net profits

climbed 17 per cent from DM243m to DM285m (\$152m) in the first six months. In 1996, net profits were DM382m.

Turnover rose 21 per cent to DM3.1bn, driven by the consolidation of the subsidiaries Lelras, a Finnish specialist in hormone treatments acquired in the second half of 1996, and Jenapharm, the German group which makes contraceptives. Excluding acquisitions, turnover was up 11 per cent.

The company said: "We expect sales to continue to

develop favourably in the second half, further supported by the sustained strength of the currencies which are important to us."

Foreign turnover was up 19 per cent, while domestic sales climbed 34 per cent. The results came in at the upper end of market expectations and the shares edged up DM20.10 to DM220.8.

Growth was strongest in the therapeutics and fertility and hormone therapy sectors, which together comprise about two-thirds of total turnover.

In therapeutics, strong sales of Betaferon, the multiple sclerosis treatment, helped lift turnover 37 per cent to DM921m, in spite of tough competition from a product introduced by Biogen, the US group, last year. "If you consider how well Betaferon is selling and how well Schering is doing in Germany despite a tough market, the group's profits forecast for the full year looks very conservative indeed," said Mr Michael Vera, analyst at WestLB Research.

EUROPEAN NEWS DIGEST

Higher orders help lift Saab

Saab, the Swedish aircraft group, yesterday rebounded from a SKr68m loss to report a SKr27m (\$3.36m) first-half profit at the operating level as it booked higher orders in its military aircraft division. The group, a wholly-owned subsidiary of Investor, the Wallenberg family's investment vehicle, saw pre-tax profits rise from SKr198m to SKr242m.

The improvement was offset, however, by a decline in profits at Investor. The company, chaired by Mr Percy Barnevik, saw pre-tax profits slide from SKr11.6m to SKr1.7m. Last year's figure was inflated by a SKr9.9m gain from the flotation of Scania, the Swedish truck-maker. Excluding the Scania sale, profits were flat. Saab ascribed its own improvement to the absence of write-offs against this year's figures. It was forced to make one-off charges of SKr1.2bn during 1996 to cover sluggish sales of its Saab 2000 turboprop engine. Sales of the Saab 2000 were flat at eight aircraft. Sales of its Jas 39 Gripen military fighter rose from eight to 12. Saab said 40 aircraft had been delivered to the Swedish air force to date, out of a total of 204 ordered.

Investor owns controlling stakes in a range of Swedish blue-chip stocks such as Ericsson, Electrolux, Astra and SKF. It said its net worth had jumped SKr28.5bn to SKr90.1bn since the start of the year.

Greg McIvor, Stockholm

DRESDNER BANK

Rights issue to raise DM1.6m

Dresdner Bank, Germany's second biggest, yesterday gave details of its forthcoming rights issue which will raise nearly DM1.6m (\$64m) to help swell its war chest for acquisitions.

The new shares will be issued on a one-for-20 basis at DM65 each. This represents a 20 per cent discount on last night's closing price of DM81.65, a rise of DM3.04. The subscription period will be from August 14 to August 28.

The bank said the proceeds would increase its "scope for strategic measures". Last week in Berlin, while announcing a 23 per cent rise in first-half operating profits to DM1.74bn, Mr Jürgen Sarrazin, the chairman, said the bank was considering further expansion in investment banking in the US. The bank has also said it was looking at expanding asset management, in the UK and elsewhere.

Andrew Fisher, Frankfurt

NORWAY

Aker hit by NKr120m provision

First-half earnings by Aker Maritime, the offshore fabrication group within the Aker RGI engineering and seafoods business, were hit by a NKr120m (\$15.8m) provision to cover a potential loss on the Njord oil and gas field development in the Norwegian sector of the North Sea. This cut operating profits from NKr151m last year to NKr96m, with earnings per share falling from NKr1.58 to NKr0.63.

The group said earnings from most divisions had risen strongly and forecast a sharp increase in profits for the full year in spite of the Njord provision. Turnover increased from NKr4.93bn to NKr6.05bn, partly because of acquisitions.

Hilary Barnes, Copenhagen

ENGINEERING

Rauma climbs to FM173m

Rauma, the Finnish engineering group, reported an improvement in sales and operating profits in the second quarter as markets for forest industry machinery and rock crushing equipment firmed. Turnover rose from FM2.48bn to FM2.59bn (\$464m) and operating profits climbed from FM141m to FM173m.

However, the recovery was not enough to boost first-half results. Sales were down by about FM30m to FM4.90bn, and operating profits after net financial items slipped from FM341m to FM318m. Earnings per share were down from FM4.57 to FM4.24.

New orders in the first half increased 44 per cent to FM2.89bn, taking the order backlog to FM4.97bn at the end of June, a 15 per cent rise from the end of last year.

Hilary Barnes

REINSURANCE

Swiss Re puts flood cost at SFr150m

Swiss Re, the world's second biggest reinsurance company, has estimated that the recent floods in Poland, the Czech Republic and Germany will cost it SFr150m (\$96.1m) in payments. The company, which reported net profits of SFr1.46bn last year, said the loss corresponded to a medium-sized event for which cover is provided by adequate provisions.

William Hall, Zurich

INSURANCE

Codan rises to DKr511m

Codan, the listed Danish insurance company controlled by the UK's Royal & Sun Alliance, reported an increase in first-half pre-tax profits from DKr441m to DKr511m (\$71.5m), which, according to the company, yielded a 16 per cent return of equity capital. Premium income increased DKr25m to DKr3.181bn.

Hilary Barnes

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For the Interest Period 1st August, 1997 to 30th September, 1998 the Notes will carry an Interest Rate of 5.50% per annum, per annum with Interest Amounts of U.S. \$28.74 per U.S. \$10,000 and U.S. \$287.40 per U.S. \$10,000. The relevant Interest Payment Date will be 30th February, 1998.

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NOTICE OF EARLY REDEMPTION
Südwestdeutsche Landesbank-Girobank
DM 15,000,000 Bearer Notes
Series 23 from 1995/2005 (the "Instrument")
(ISIN XS0002930917)

NOTICE IS HEREBY GIVEN that, in accordance with Condition 6.04 of the terms and conditions of the Instruments, the Issuer will redeem all of the outstanding Instruments on 2 September 1997 at their principal book value plus accrued interest to the date fixed for redemption (the "Redemption Amount").

The Redemption Amount will be credited to the Instrumentholders through their custodian banks.

(Authorized Signatory): (Authorized Signatory)
Stuttgart, 6 August 1997
Südwestdeutsche Landesbank-Girobank

COMPANIES AND FINANCE: ASIA-PACIFIC

AMP sees full-year profits of A\$2bn

By Elizabeth Robinson in Sydney

AMP, Australia's biggest life group, yesterday announced that it booked higher profits than expected for the first half of the year. The group, a wholly owned subsidiary of the insurance giant, said that its first half profits rose from A\$1.1bn to A\$1.2bn.

said, "A\$2bn is a conservative number." Last year AMP reported profits of A\$2.1bn, up from A\$1.9bn the year before. The company, in its first interim statement, said funds under management had exceeded A\$100bn, while new life premiums were 36 per cent higher than a year ago.

Investment revenue was A\$7bn. The group said it was pleased with the progress of PriorityOne, its Australian direct financial services company. The unit, which lost A\$39m in its first full year last year, was "operating ahead of expectations" and would enter profit "very soon".

Mr Trumbull said the mortgage market in Australia was very competitive, but added: "We think PriorityOne has been valuable for us." In the UK - where AMP made an unsuccessful A\$50m (£307m) bid for Scottish Amicable earlier this year -

Pearl recorded a 58 per cent increase in new business, largely on investment bond sales but also helped by a restructuring and improved market conditions. Mr Trumbull said AMP was looking at other opportunities in the UK. Virgin Direct, AMP's direct sales joint venture with Virgin, of the UK, now had 11bn under management and more than 200,000 customers. Mr Trumbull said that AMP was looking to expand its operations with

Virgin, through extending its range of products and geographical scope. Although talk of a venture to create a "Virgin Bank" was "speculation", Mr Trumbull said "we're evaluating product extension, which would include doing something in banking". Cash flow nearly doubled to A\$1.4bn, thanks to better-than-expected single premium sales and lower-than-expected surrenders. AMP said it believed the lower level of surrenders was

ASIA-PACIFIC NEWS DIGEST

China Everbright buys into Kumagai

China Everbright Holdings, the acquisitive China-controlled conglomerate, is to take a 10 per cent stake in Kumagai Gumi (Hong Kong), the construction and property development group, in a deal worth HK\$350m (US\$45.5m). Under the terms of the deal, announced yesterday, Kumagai Gumi issued 45m new shares to Maddington Ltd, a wholly-owned subsidiary of China Everbright Holdings, at HK\$3.37 a share. Kumagai Gumi said the placing would allow it to explore joint venture opportunities with China Everbright, while proceeds from the issue will be used for working capital. "It is also intended that a representative from China Everbright will be invited to join the board," the company said. Shares in Kumagai Gumi rose HK\$0.40 cents to HK\$9.10 ahead of their suspension pending the announcement, and surged to HK\$10.30 following news of the deal. China Everbright Holdings has three listed subsidiaries in Hong Kong - China Everbright International, China Everbright Technology and China Everbright IHD-Pacific. John Ridding, Hong Kong

FORESTRY

Carter Holt Harvey earnings fall

Difficulties in both export and domestic markets were responsible for a 13 per cent drop, in first-quarter earnings at Carter Holt Harvey, the New Zealand forestry group, to NZ\$15m (US\$13.5m). However, the company, which is controlled by International Paper of the US, said volume increases were realised in most parts of the business, with overall sales rising 3 per cent to NZ\$751m. But pressures on price and margins offset gains resulting in earnings before interest and tax of NZ\$61m. Earnings (before interest and tax) of the forest and wood products group were NZ\$30m on a 22 per cent rise in harvested logs to 1.8m tonnes. The newly-acquired Australian business performed well. Earnings from the pulp, paper and tissue business were NZ\$12m while the packaging division also earned NZ\$12m. Associated companies, primarily the Chilean Copec business, contributed NZ\$24m. Terry Hall, Wellington

TYRES

Weak yen lifts Sumitomo Rubber

Half-year consolidated pre-tax profit at Sumitomo Rubber, the Japanese tyre manufacturer, jumped 46.6 per cent from last year to Y4.93bn (\$41.5m). The company, known for its Dunlop brand of tyres, said worldwide sales grew 2.3 per cent to Y118bn in the six months to June. Sumitomo forecast a pre-tax profit of Y11bn for the full year, with sales reaching Y342bn. Mr Yoji Morii, managing director, said the sustained earnings growth in the first half reflected the positive impact of the yen's prolonged weakness. Sumitomo also reported increased revenues from tyre sales in spite of continued declines in delivery prices in the domestic market. "We think tyre prices have hit the bottom," said Mr Morii. But "in terms of unit sales, domestic sales have been lacking growth momentum since April due to the negative impact of the consumption tax rise, and if the downturn in demand results in increases in our tyre inventories, we may have to worry about renewed downward pressure on tyre prices." AFP, Tokyo

Swire Pacific ahead 8.5% at six months

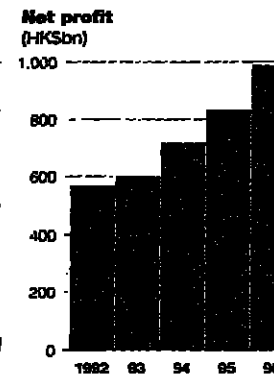
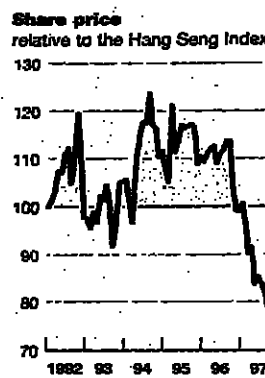
By Louise Lucas in Hong Kong

Swire Pacific, the Hong Kong conglomerate, yesterday posted an 8.5 per cent increase in earnings per share from HK\$3.05bn a year earlier to HK\$3.31bn (US\$427m). Stripping out last year's exceptional profit of HK\$488m from the sale of shares in Dragonair, the regional airline, attributable profit in the first six months of 1997 climbed 28.1 per cent. The results were at the lower end of analysts' expectations, and the company's

share price bucked a rising stock market to close 4.2 per cent lower at HK\$72.00. Property, the backbone of Swire's earnings, was lifted by growing rental incomes and higher prices achieved for flat sales. The company benefited from a stronger residential market in Hong Kong, particularly for more up-market units. Mr Peter Sutch, chairman, said the 315 flats sold in the first half of 1997 at Swire's Island Place development fetched appreciably higher prices than the 376 units sold the previous year. Rentals from shopping

PROFILE SWIRE PACIFIC

Market value	US\$14.2bn
Head office	Hong Kong
Historic P/E	15.8
Dividend yield	3.9%
Earnings per share (A)	HK\$3.31
Current share price (A)	HK\$72



Chairman Peter Sutch

malls and office blocks were also higher. "Net rental income for the half year to June 30 showed satisfactory growth over the corresponding period in 1996 and is expected to strengthen in the second half of 1997," he said. "This is mainly due to a full contribution from the reinstated areas of the City-plaza shopping centre, as

well as an initial contribution from the Cityplaza One office tower above, which will be completed shortly." Mr Anil Daswani, conglomerate analyst at Salomon Brothers in Hong Kong, said the sale since the end of the half-year of 103 flats at the newest Floridian development counteracted the weakness in earnings from the airline, and should lead

to a stronger second half. On Wednesday, Cathay Pacific, Hong Kong's de facto flag carrier which is 43.9 per cent owned by Swire, reported interim earnings below expectations of HK\$1.07bn, down 3.4 per cent after stripping out the 1996 exceptional gain. Among Swire's other activities, industries were down year-on-year because of

weaker results from Swire Beverages' Coca-Cola operations and from the China activities of Crown Can Hong Kong and Carlsberg Brewery Hong Kong. Earnings per A share in Swire Pacific climbed 8.5 per cent in the period, from 192.7 HK cents to 209.7 HK cents. The dividend for A shares is lifted 9 per cent, from 43 HK cents to 47 HK cents.

Dragonair may be included in 'red chip' listing

By John Ridding in Hong Kong

CNAC, the commercial arm of China's aviation regulator, might include its stake in Dragonair, the Hong Kong-based regional airline, in the vehicle it plans to list on the territory's stock market later this year. Mr Zhang Xianlin, CNAC vice-president, said the listed vehicle would include the group's Hong Kong assets, but proceeds from the flotation would not be limited to the territory.

The issue will create one of the most powerful "red chips" - Hong Kong-listed companies controlled by mainland businesses. It follows a series of listings in Hong Kong by mainland municipal authorities and state enterprises. If CNAC includes Dragonair in its listed vehicle, the move will delay indefinitely a separate listing for the regional carrier. When CNAC acquired a 36 per cent stake in Dragonair last year from Cathay Pacific and Citic Pacific, the companies said they would

seek a listing for Dragonair as soon as possible. However, Hong Kong stock exchange rules prevent new listings from spinning off assets for three years, although there can be exceptions for infrastructure companies. CNAC said the cautious response to the recent initial public offering by China Eastern Airlines would not affect the pricing of its forthcoming issue. It argued that China Eastern was a mainland carrier, while the assets of the CNAC

vehicle would be based in Hong Kong. Mr Zhang's comments came as CNAC and Dragonair signed an agreement to invest HK\$1.4bn (US\$181m) to develop facilities at Hong Kong's new Chek Lap Kok airport. The facilities will comprise offices and a training centre. Mr Zhang also dismissed speculation that the company was planning to increase its stake in Cathay Pacific, the territory's de facto flag carrier. Shares in Cathay have been buoyed by rumours that

CNAC is set to buy shares from Citic Pacific, the Hong Kong arm of Beijing's flagship investment vehicle, which holds 25 per cent of Cathay following a restructuring of the territory's aviation industry last year. Mr Stanley Hui, Dragonair chief executive, said the recent decline in the number of Japanese tourists visiting Hong Kong had hurt the airline's performance, but he expected tourist numbers to recover and forecast double-digit earnings growth this year.

Softbank chief sues publisher

By Bethan Hutton in Tokyo

Mr Masayoshi Son, president of Softbank, the Japanese software company, has launched a defamation suit against the publishers of a book which claims to give inside information on the finances and management of the Softbank group. The book, *Inside Report on Softbank's Warped Management*, was published last month by Yell Publishing, a small Tokyo-based company. It was written by Softbank employees under a pseudonym. Mr Son's ¥400m (\$3.4m) writ against Yell and its president alleges that the book makes incorrect and malicious statements in 184 places. The plaintiffs are Mr Son and two other senior Softbank executives named in the book; Softbank itself; and MAC, Mr Son's private asset management company, which owns 43 per cent of Softbank. Yell said yesterday it had confidence in the book's accuracy and was ready to fight the case. It has no immediate plans to reveal the authors' identities.

Fresh copies from the second printing of the book were on sale in Tokyo yesterday, despite the law suit. In the introduction to the book, which casts doubt on Softbank's financial health, the authors say that it is aimed at investors in Softbank, who ought to know the company's true financial position. The main criticisms are directed at MAC, which has played a key role in the restructuring of Softbank's many acquisitions. In an effort to rebut the claims, Mr Son has for the first time issued financial statements for MAC. Lack of financial disclosure has been one of the main criticisms of Mr Son's business methods, both by the authors of the book and by other analysts. By earlier this week Softbank shares, which are listed on the over-the-counter market, had fallen more than 33 per cent since the year's high of ¥4,450 in May, with the shares closing at ¥190 yesterday at ¥6,250.

Alphatec move pleases creditors

By Ted Bardacke in Bangkok

Thai creditors of Alphatec Electronics, the troubled Thai electronics company, said yesterday they were happy that holders of the company's ¥45m eurobond had decided late on Wednesday not to put the company into default. "I am very, very pleased," said Mr Sirin Nimmanaheminda, president of Krung Thai Bank. "This will give the management time to work out a plan that hopefully will result in all creditors getting their money back." Krung Thai Bank is Alphatec's largest Thai creditor, with some Bt2bn (\$63m) outstanding, and had been accused by some former Alphatec executives of obstructing the development of a restructuring plan. "Don't you think we want our money back too?" said Mr Sirin. "We need that company to be working or it won't be worth more than a tin can." After a six-hour meeting in Zurich, bondholders gave Alphatec one month to come up with a restructuring plan.

If they had called a default, it could have triggered a scramble among creditors for the remainder of the nearly ¥450m in outstanding domestic and foreign debt and precipitated the collapse of a company that employs 3,500 people. Outlines of a restructuring plan were presented at the meeting. They include a halving of sales and administrative costs from the third quarter of 1997; the write-off of ¥326m of overstatements; a ¥35.6m write-off on the sale of Alphatec USA; and the conversion of half the outstanding debt into equity. Alphatec projects a net loss of ¥109m in 1997 and negative equity of ¥82m. However, it expects to return to profit in 1998, and by 2001 should post after-tax profits of ¥191m on revenues of just under ¥1bn. This depends on the company incorporating two more factories into its assembly and testing facilities, either through building new factories or by consolidating other Alphatec affiliates into the parent company, Alphatec said. It would also require an equity injection of ¥150m.

Zeneca: the half year accounts

Financial highlights (for the six months ended 30 June 1997)

	1997	1996	% change
Sales	£2,752m	£2,940m	- 6%
Underlying* growth			+ 10%
Operating Profit	£660m	£622m	+ 6%
Profit before tax	£669m	£610m	+ 10%
Underlying* growth			+ 22%
Earnings per Ordinary Share	47.3p	42.9p	+ 10%
Dividend per Ordinary Share	13.5p	12.5p	+ 8%
Return on Sales	24.0%	21.2%	
Gearing	3.7%	2.4%*	

*Underlying results reflect constant rates of exchange and exclude the results of divested businesses (Re-stated to comply with FRCT)

Sir David Barnes, Chief Executive of Zeneca, said:

"These are very strong first half results with substantial underlying growth from all major Zeneca businesses. The Group's performance is the result of the implementation of a consistent strategy to improve the underlying quality of the businesses, and the positive contribution made by our new products.

Whilst the strength of the pound during the first half of the year has had a dampening effect on our results when reported in sterling, underlying growth was well ahead of our aspirational target of 15% per annum."

ZENECA BRINGING IDEAS TO LIFE

The 1997 Interim Report will be mailed to shareholders. Non-shareholders may obtain copies by writing to The Secretary, Zeneca Group PLC, 15 Stanhope Gate, London W1Y 6LN or by e-mail request to webmaster@zeneca.com

Wall Street Finance and Securities Public Company Limited (Incorporated in Thailand with limited liability)

Notice to the holders of the outstanding U.S. \$55,000,000 3.75 per cent. Convertible Bonds due 2004 of Wall Street Finance and Securities Public Company Limited (the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of a private placement to qualified investors for 1,000,000 shares at a subscription price of Baht 10.00 per share, the conversion price of the Bonds has been adjusted from Baht 226.95 to Baht 226.09 effective 25th July, 1997.

Bankers Trust Company, London 8th August, 1997

Principal Paying & Conversion Agent

New Sun Metal Industry Co., Ltd. JPY 3,000,000,000 1% Convertible Bonds due 2002

NOTICE IS HEREBY GIVEN to the holders of the Bonds due to the announcement by the Company of a Stock Dividend and an Other Issue of Shares, record dates 29th July, 1997 and 7th August, 1997 respectively, the Conversion Price for the above issue has been adjusted twice. In respect of the Stock Dividend, pursuant to Clause 7(B) of the Trust Deed constituting the Bonds the Conversion Price has been adjusted from NTS 27.78 to NTS 23.12 effective 29th July, 1997. In respect of the Other Issue of Shares, pursuant to Clause 7(C) of the Trust Deed the Conversion Price of the Bonds has been adjusted from NTS 23.12 to NTS 21.94 effective 7th August, 1997.

8th August, 1997 New Sun Metal Industry Co., Ltd.

The Nippon Credit Bank, Ltd. Notice to Holders of U.S. \$50,000,000 1% per cent. Convertible Bonds due 2002

Resignation and Appointment of Paying Agent and Conversion Agent

Notice is hereby given, pursuant to Clause 13 of the Paying and Conversion Agency Agreement dated 14th October, 1997 relating to The Nippon Credit Bank, Ltd. U.S. \$50,000,000 1% per cent. Convertible Bonds 2002, that The Nippon Credit Bank, Ltd., acting through its Singapore Branch, resigns the appointment of a Paying Agent and Conversion Agent relating to the Bonds with effect from 8th August, 1997 and The Development Bank of Singapore Ltd with its office at 8 Shenton Way 055 Building, Tower One, Singapore 069071, is appointed as the successor Paying Agent and Conversion Agent with effect from 12th August, 1997.

8th August, 1997 The Nippon Credit Bank, Ltd.

INTERNATIONAL CAPITAL MARKETS

UK gilts take rate rise in their stride

GOVERNMENT BONDS

By Samer Iskander
in London and John Labate
in New York

UK gilts showed the best performance among the main European bond markets yesterday, in spite of the Bank of England's decision to raise its base rate by 25 basis points to 7 per cent.

The gilt market took the widely-expected tightening in its stride, and traders chose instead to focus on signs of a slowdown in consumer spending.

The September long gilt future rose 1/4 to settle at

115 1/4, after reaching a high of 115 1/2 during the session. In the cash market, the 10-year benchmark gilt gained 1/4 to 101 1/4, its yield spread over the equivalent bund tightening by 6 basis points to 144 points.

Short-term interest rates also reacted positively. The December short sterling contract closed 0.14 higher at 92.69.

Analysts predicted the rise in the base rate would be the last for a while. "The markets have decided that the Bank of England has done everything it considers necessary for the moment," said one bond trader.

Gilts were also supported by the Confederation of British Industry's Distributive Trades Survey, which showed that retail sales had fallen below retailers' expectations in July. "The growth in retail trade eased a little in July," said Mr. Sudhir Jankar, a CBI economist.

"Upward momentum in consumer demand remains firmly under control," HSBC Markets economists also pointed out that growth of notes and coins in circulation was slowing. "The boost to retail spending from the windfall payouts will be a relatively short-term phenomenon," one said.

Most European bonds were pulled higher initially by the bullish gilt market, but later reversed their gains to close unchanged or slightly lower.

Traders in London and Paris said continental European bond markets were hit by a rumour that Mr. Helmut Kohl, the German chancellor, had died. Although the rumour was officially denied within minutes, the markets failed to recover.

"In a thin market like we usually have in the summer, even the silliest rumour can have a disproportionate effect," said one trader in Paris.

GERMAN BONDS ended

the day slightly lower. In London the September bund future reached a high of 102.17 in early afternoon, before falling to close at 102.02, down 0.02.

FRENCH OATS also fell. The September national future closed 0.14 lower at 129.34. In the cash market, the 10-year benchmark OAT fell 0.16 to 98.99. The 10-year yield spread of bunds over OATS tightened by 1 basis point to 6 points.

US TREASURIES were flat early yesterday, prior to the week's final large auction of new bonds. The benchmark 30-year bond was unchanged at 101 1/4 by early afternoon,

yielding 6.477 per cent, as traders awaited the sale of \$10bn in new 30-year bonds.

The two-year note was also unchanged, yielding 5.891 per cent, while the 10-year note rose 1/8 to 99 1/4, its yield falling to 6.184 per cent.

Weekly employment data showed that new benefit claims had risen by 26,000, a smaller than expected increase.

"We've had three low weeks of new claims, so the labour markets are still tight," said Ms. Maureen Maitland, an economist at Donaldson, Lufkin & Jenrette.

Banco Cif offers Navigator Strips

INTERNATIONAL BONDS

By Krishna Guha and Samer Iskander

Portuguese strips sounded a note of innovation on an active day yesterday, which also saw the first issue by a Brazilian railway operator and deals by the Inter-American Development Bank and the Asian Development Bank.

NAVIGATOR STRIPS, a Banco Cif vehicle, offered investors the first chance to invest in synthetically-stripped Portuguese government bonds.

The Luxembourg vehicle holds \$1.5bn of 10-year Portuguese bonds and offers a series of 11 zero-coupon notes. Ten of these are coupon payments on the underlying bonds. The eleventh issue is the principal amount, to be redeemed in 2007.

Banco Cif said the deal was "a first" for Portugal. It

said the vehicle had been set up to meet demand for zero-coupon notes from insurance companies, which use them to structure savings products with guaranteed returns.

MRS LOGISTICA, a recently-privatised Brazilian railway operator, made its debut offering yesterday. The deal, which carries an eight-year maturity, was offered in two tranches through lead manager Bankers Trust.

The first tranche, carrying a put option which allows investors to ask for an early redemption, was priced to yield 305 basis points over three-year Treasuries. The second tranche offers a wider spread of 450 basis points, but is only redeemable in advance - under August 2002 - at the borrower's request.

The bonds will be listed in Luxembourg, but were offered in the US under Rule 144a of the Securities and

Exchange Commission, which allows sales to qualified institutional investors. MERRILL LYNCH increased a self-issued \$300m issue of four-year notes by \$100m, after the bonds tightened from 41 basis points over Treasuries to 39 points in early trading.

IDB - the Inter-American Development Bank - offered \$300m of three-year stock, priced flat to Treasuries. SBC Warburg, the lead manager, said the issue would satisfy a "natural pocket of demand" from holders of a \$700m IDB issue maturing soon.

The spread offers a small pick-up from July's World Bank issue, which is yielding less than Treasuries. SBC Warburg said the implied pick-up over the World Bank could be four basis points, a "generous margin from one supranational to another".

THE ASIAN DEVELOPMENT BANK, meanwhile, issued \$300m of 30-year

New international bond issues

Borrower	Amount \$m	Coupon %	Price	Maturity	Yield %	Spread bp	Book-runner
US DOLLARS							
Merrill Lynch & Co	400	6.50	98.950R	Aug 2001	12.5R	+11874Aug00	Merrill Lynch Int
MRS Logistica, Class A	125	6.00R	98.775R	Aug 2001	12.5R	+10500Aug00	Bankers Trust Int
Asian Development Bank	100	6.25R	100.00	Aug 2007	4.50		Morgan Stanley DW
Coca-Cola Amnol	200	6.50	98.650R	Sep 2003	0.25R	+33894Jul02	Morgan Stanley DW
Inter-American Dev Bank	200	6.50	98.71R	Aug 2003	0.15R		SBC Warburg
Swedish Export Credit Corp	100	5.50R	100.00	Aug 2001	1.25R		IBJ Int/Nov Japan
EURO DOLLARS							
Barclays Overseas Corp	300	(4.5)	99.922R	Dec 2002	0.125R		BSW Deutschland
Inter Permanent Treasury	150	(4)	99.855	Aug 2004	0.20R		HSBC Trinkaus
EURO POUNDS							
Bankers Trust	125	(4)	99.69R	Dec 2002	0.30R		Bankers Trust Int
FRENCH FRANCS							
Bayernische Hypo	250	5.875	96.654R	Sep 2008	0.40R	+500	Credit Agricole Indosuez
LW Rentenbank	500	(4)	100.00R	Sep 2007	0.325R		BNP Paribas
SWISS FRANCS							
LS Rheinland-Phalz	100	2.75	100.85	Dec 2002	1.50		SEC Wertburg
NEW ZEALAND DOLLARS							
Deutsche Australia	300	7.25	100.985	Aug 2001	1.375		Deutsche Bank
BNP Paribas	100	7.50	100.98	Sep 1999	1.25		Deutsche Bank
NAVIGATOR STRIPS							
Navigator Strips	124.70n				0.20		Banco Cif

First terms, non-callable unless stated. Yield spread (lower relevant government bond) at launch supplied by lead manager. *Unlisted. †Floating-rate note. \$Semi-annual coupon. R Fixed rate-offer price, less shown at re-offer level. a) Includes \$100m increase at 100.027R, +33894. b) Callable at 100.027R, +33894. c) Callable at 100.027R, +33894. d) Callable at 100.027R, +33894. e) Callable at 100.027R, +33894. f) Callable at 100.027R, +33894. g) Callable at 100.027R, +33894. h) Callable at 100.027R, +33894. i) Callable at 100.027R, +33894. j) Callable at 100.027R, +33894. k) Callable at 100.027R, +33894. l) Callable at 100.027R, +33894. m) Callable at 100.027R, +33894. n) Callable at 100.027R, +33894. o) Callable at 100.027R, +33894. p) Callable at 100.027R, +33894. q) Callable at 100.027R, +33894. r) Callable at 100.027R, +33894. s) Callable at 100.027R, +33894. t) Callable at 100.027R, +33894. u) Callable at 100.027R, +33894. v) Callable at 100.027R, +33894. w) Callable at 100.027R, +33894. x) Callable at 100.027R, +33894. y) Callable at 100.027R, +33894. z) Callable at 100.027R, +33894. aa) Callable at 100.027R, +33894. ab) Callable at 100.027R, +33894. 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CURRENCIES AND MONEY

Pound falls on hint of peak in rates

MARKETS REPORT

By Simon Kuper

The pound fell yesterday after the Bank of England raised UK base rates but suggested that it would not do so again for a while.

The Bank's monetary policy committee ended its two-day meeting yesterday by increasing base rates by 25 basis points to 7 per cent, the fourth such rise since May. But it said: "Upward pressure on the exchange rate should be reduced by the perception that interest rates have reached a level consistent with the inflation target." Currency strategists took this to mean that the Bank would need no further rate rises to hit its inflation target of 2.5 per cent.

The money market scaled down prospects of future rate increases, and short sterling futures contracts soared. The December 1997 contract jumped 14 basis

points and now prices in base rates of 7.25 per cent. The money market expects rate levels to dip slowly next year. The December 1998 contract, which also rose 14 basis points, prices in base rates of below 7.25 per cent.

Sterling lost 3 pence against the D-Mark, having fallen more than 5 pence on Wednesday. It closed in London at DM12.971. Mr Nick Shumlin, currency analyst at ANZ Bank in London, said the pound's next strong support was around the DM12.90 level. Sterling dropped 1.5 cents against the dollar to \$1.586, and is now down more than 4 cents in two days. The dollar was little changed against the D-Mark at DM1.873, and Y04 down against the yen at ¥118.5.

Currency strategists are increasingly of the opinion that sterling has peaked. Last week, after all, it also fell 6 pence in two days, although it later made up most of those losses. Mr Tony Norfield, treasury economist at ABN-Amro in London, said the 4 per cent point yield gap between the UK and Germany was

too little to sustain the pound against the D-Mark. Most in the market thought the pound would fall by more than 4 per cent over the next year, erasing any interest-rate benefits. However, few expect the pound's slide to be sharp. Mr Norfield said many UK companies were keen to buy the pound against the dollar at the current exchange rate.

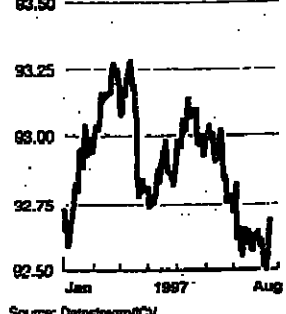
Traders yesterday seemed to ignore the possibility that the Bank of England might have been using cunning in suggesting that interest rates had peaked. Mr Joe Pruden, head of global foreign exchange research at Citicorp, said the Bank wants to raise rates in order to cool consumer demand; but it also wants to weaken sterling. His statement read as if designed to do both. In other words, the market may one day have to revise its view that the Bank is guileless, and that base rates have peaked.

The Bundesbank may have been intervening in the market to boost the D-Mark, judging by the bank's foreign currency reserve figures released yesterday.

The value of its reserves fell by DM1.2bn in the week to July 31, leaving total reserves at DM115.5bn. In the six weeks before that reserves had fallen more gradually, from DM118.8bn to DM116.6bn. The drop is sharper than it appears, because if there had been no selling over that period the Bundesbank's foreign reserves would have gained in value thanks to the D-Mark's slide. The bank said the fall in reserves was mainly due to "Bundesbank

UK base rate expectations

Short sterling (Dec 1997) future contract, bid price



Source: Datastream/FT

transactions in which previous inflows of foreign currency from outside the market were disposed of". The market was unsure how much the fall denoted about the bank's strategy.

The Finnish finance minister, Mr Sauli Niinistö, sent the markka tumbling yesterday. He suggested that it should convert into the putative euro at about its central parity rate within the European exchange rate mechanism, even though the currency was trading well above that rate. "We have an ERM central rate, and I think it is approximately the correct one for us," he said.

The markka's central parity rate is FM3.04, the D-Mark. Yesterday the currency fell from FM2.977 to FM2.990 against the D-Mark. Mr Norfield said that as Finnish interest rates were hardly higher than German ones, the markka would drop further.

OTHER CURRENCIES

Aug 7 1997

	Aug 7 1997	Aug 6 1997	Aug 5 1997	Aug 4 1997	Aug 3 1997	Aug 2 1997	Aug 1 1997	Jul 31 1997	Jul 30 1997	Jul 29 1997	Jul 28 1997	Jul 27 1997	Jul 26 1997	Jul 25 1997	Jul 24 1997	Jul 23 1997	Jul 22 1997	Jul 21 1997	Jul 20 1997	Jul 19 1997	Jul 18 1997	Jul 17 1997	Jul 16 1997	Jul 15 1997	Jul 14 1997	Jul 13 1997	Jul 12 1997	Jul 11 1997	Jul 10 1997	Jul 9 1997	Jul 8 1997	Jul 7 1997	Jul 6 1997	Jul 5 1997	Jul 4 1997	Jul 3 1997	Jul 2 1997	Jul 1 1997	Jun 30 1997	Jun 29 1997	Jun 28 1997	Jun 27 1997	Jun 26 1997	Jun 25 1997	Jun 24 1997	Jun 23 1997	Jun 22 1997	Jun 21 1997	Jun 20 1997	Jun 19 1997	Jun 18 1997	Jun 17 1997	Jun 16 1997	Jun 15 1997	Jun 14 1997	Jun 13 1997	Jun 12 1997	Jun 11 1997	Jun 10 1997	Jun 9 1997	Jun 8 1997	Jun 7 1997	Jun 6 1997	Jun 5 1997	Jun 4 1997	Jun 3 1997	Jun 2 1997	Jun 1 1997	May 31 1997	May 30 1997	May 29 1997	May 28 1997	May 27 1997	May 26 1997	May 25 1997	May 24 1997	May 23 1997	May 22 1997	May 21 1997	May 20 1997	May 19 1997	May 18 1997	May 17 1997	May 16 1997	May 15 1997	May 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LME chief warns on manipulation

MARKETS REPORT
By Gary Mead

The head of the London Metal Exchange, yesterday "fired a warning shot" across the bows of LME members after fears have grown that the market is being manipulated.

Mr David King, the LME's chief executive, called on members to ensure that their trading avoided any hint of manipulation.

He warned them that the exchange would "not hesitate to take disciplinary proceedings against members" who create "a disorderly market or other undesirable situation".

Those close to the market said Mr King's statement - while simply a re-statement of the exchange's rules - was a veiled reference to current squeezes and price jumps in both zinc and aluminium, and an earlier one in copper.

Mr King's move was seen by one specialist as "another, bigger, warning shot across the bows", as it came shortly after he took the unusual step of personally addressing LME members on the same issue from the trading floor.

"It seems to imply he believes that manipulation is going on, and he probably hopes this will have a calming effect on the market," said one broker.

Another was sceptical, however, as to its likely impact. "They'll ignore him as they have done before," he said.

"What none of them seem to understand is that you can't have a squeeze against the fundamentals, and that's what's happening in these three metals, they're all in tight supply. We are now down to global stock levels

of 7.3 weeks for aluminium and the critical level is generally accepted to be 6.5 weeks. I don't believe there is any manipulation going on."

Others also suggested that the zinc squeeze, in which Chinese smelters who sold the metal short were left facing substantial losses, was not manipulation but rather a legitimate use of the market by a large player, which is widely believed to be Glencore, the Swiss trading group.

In spite of Mr King's notice aluminium moved sharply upwards again yesterday, the three-month price closing \$21 higher at \$1,782.50 a tonne, having earlier touched \$1,775, the highest level since early October 1995 and a gain of nearly 14 per cent over the past three weeks.

By the close, the backwardation in aluminium - the premium paid for cash delivery over that in three months' time - had increased to \$20, double that of Wednesday's closing price. Three-month zinc also closed firmer, up \$12 at \$1,540 a tonne, with its backwardation sticking to around \$100. Copper was drawn in the wake of both, finishing up \$35 at \$2,333 a tonne.

On the London International Financial Futures Exchange the markets in soft commodities sank deeper into August's doldrums.

The September robusta coffee future slipped \$1 to \$1,644 a tonne, with a continued outlook for moderate weather over the Brazilian coffee-growing regions.

On the Coffee, Sugar and Cocoa Exchange in New York the same month contract was busier, being up 6.95 cents to 207.50 cents a pound just before midday.

More tests undertaken in Busang geologist case

By Neri Tenorio in Manila

Philippine experts said yesterday they were conducting further fingerprint tests, after the family of the Busang gold mine geologist who was reported to have fallen to his death from a helicopter over the jungles of Indonesia asked for his body to be exhumed.

A second fingerprint test is being undertaken on two old identification cards belonging to Michael de Guzman.

Earlier this week Mr Jojo de Guzman, the geologist's brother, said that fingerprints taken from the corpse did not appear to match those on the identification card.

Michael de Guzman was a leading figure in the Bre-X Minerals gold scandal. He helped discover what was claimed to be the biggest gold find this century, at Busang in Indonesia.

Initial suggestions from Bre-X that the deposit could contain up to 200m ounces of gold saw the small Canadian company's value rocket to \$8.5bn (US\$4.9bn). But in May an independent technical audit judged that Bre-X had based its claim on "tampering and falsification without precedent in the history of mining".

Launching their campaign for an exhumation this week, the family said they were bothered by rumours that Mr de Guzman might still be alive. They added that they did not believe that tests by the Philippines National

Bureau of Investigation showing matching thumb-prints on the cadaver, a 1995 temporary Indonesian immigration pass sent by Bre-X Minerals and an old identification card from a previous Philippine employer.

The family has received reports of unconfirmed sightings of Michael de Guzman in countries such as Singapore and Indonesia.

An official at the NBI said his first test had conclusively proved that the cadaver and the person

who owned the thumbprints on the cards were one and the same. However, he said he was conducting another test on the two cards after a request by the geologist's widow.

"I am going to take it slowly this time, maybe one week, to make sure that the results are really accurate, although I've said already the results of the first test I've done were conclusive," said Mr Bayani Palad, chief of the NBI's dactyloscopy division.

Dutch farmers disgruntled over plans for pork

Gordon Cramb on moves to reform the highly intensive pig sector

Tracts of Dutch countryside are under semi-siege. As the country's epidemic of swine fever edges north, farmers in affected areas are banned from shipping any sort of livestock.

Children's summer pony camps are being cancelled. A Saturday night gig by a rock band came under threat for fear that followers might bring it in on their boots.

"You can't do anything any more - no spreading of manure, no transporting animals, nothing," said a farmer from the eastern province of Overijssel, the latest to be hit. Verification of the virus this week at one holding near Dalfsen prompted the protective closure of eight others nearby.

Agriculture ministry inspectors arrive in white overalls and wellingtons, hammer a notice on the farm gate. By sunset a mechanical scoop is loading carcasses on to a high-sided truck. More than 5m pigs have met their end this way since the disease, harmless to humans, broke out near the Belgian border in February.

The Dutch epidemic, and an outbreak of foot and mouth disease in Taiwan, the main supplier of pork to Japan, have created volatility in pig prices worldwide. Sharp rises in April and May have been reversed, but they could rise again if Japan imports more from Europe.

The Dutch ministry says its cull, ban on breeding and transport curbs - although failing in their original intention to stop swine fever spreading north of the great rivers which bisect the country - have set new cases on a declining trend.

Its short-term measures are broadly supported by the LTO, the main agricultural association, which says that the outbreaks at 30 per week seen earlier in the year are now below 10.

But the two are locked in combat over plans unveiled last month to put the highly intensive pig sector into longer-term shape. Mr Jozias van Aartsen, the farm minister, is proposing a cut of a quarter in the number of animals produced.

In what he acknowledges is a drastic restructuring aimed at a "better, but by definition smaller, sector", Mr van Aartsen envisages a quota system comparable to that for dairy cattle.

Pig production rights per farm would be 25 per cent below the 1996 headcount, could be transferred only within the same region, and only if the buyer met all requirements of the "farm of the future".

Those wishing to expand would have to meet emission standards for ammonia, improve hygiene and house pigs more sparsely - a sow should have at least 2 sq m to 3 sq m.

Breeders would be able to deliver to as few as three fattening farms, which would each be restricted to one such supplier.

Beyond that, Mr van Aartsen proposed to parliament that farmers themselves should increasingly bear the financial consequences of outbreaks of animal disease. Swine fever had cost the government more than F11bn (\$472m) so far this year, he noted, while the maximum contribution asked of the industry was F142.5m. Levies would be linked to the extent which a farmer had undertaken preventative tasks.

The LTO denounces this as using the current crisis to demand measures "out of all proportion and counter-productive". It told the minister: "By cutting the number of animals by 25 per cent at each operation, the room for investment will decline. Dutch pig owners thus become deprived in the coming years of the potential to invest in, for instance, the environment and welfare."

In addition, it argued, any cut in domestic production would be taken up by livestock holders in other countries, or through the relocation of Dutch pig breeders to Belgium and Germany. The LTO rejected an invitation to meet Mr van Aartsen before producing its own proposals next month.

Although the number of dedicated pigeries more than halved to 21,245 last year from 44,127 in 1980, the pig population increased from 10.1m to 14.4m.

The industry, concentrated in the four provinces now touched by the virus, has since 1992 operated a quality control scheme covering 70 per cent of total pork production by the end of last year. This involves the exchange of data among producer, trader, slaughterhouse, cutting plant, butcher and supermarket in order to create an integral chain from farmer to retailer.

While pork is the most popular meat in the Netherlands, about three-quarters of output has in recent years been exported, earning some F15.5bn last year. Germany has been the biggest customer for pigmeat, while Spain became the main export market for live piglets as the Dutch built a market in breeding stock.

All this is now in jeopardy. "There is a crumbling chain structure, poor discipline in the chain and an inadequate animal health approach, while public and consumer opinions on animal welfare and the environment are changing strongly," the ministry maintains.

If Mr van Aartsen has his way, the pig rearing industry in the Netherlands will never return to what had been regarded as normal.

A pig of a problem: swine fever spreads



COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amsterdam Metal Trading)

ALUMINIUM, 99.5% PURITY (\$ per tonne)

	Cash	3 mths
Close	1786.5-68.5	1789-90
Previous	1742.5-44.5	1735-37
High/Low	1775/1771	1773/1753
AM Official	1775-76	1765-65
Kerb close	1762-63	
Open Int.	280,094	
Total daily turnover	114,258	

ALUMINIUM ALLOY (\$ per tonne)

	Close	Previous
1500-30	1500-30	1485-30
High/Low	1505/1543	1545/1543
AM Official	1515-18	1545-47
Kerb close	1541-42	1545-50
Open Int.	5,580	
Total daily turnover	1,150	

LEAD (\$ per tonne)

	Close	Previous
602-3	617-8	587-88
High/Low	605	620/615
AM Official	604-05	615-18
Kerb close	618-9	
Open Int.	38,486	
Total daily turnover	13,664	

NICKEL (\$ per tonne)

	Close	Previous
7140-50	7240-50	7090-90
High/Low	7260/7160	7260/7160
AM Official	7076-77	7180-80
Kerb close	51,677	7250-60
Open Int.	16,209	

TIN (\$ per tonne)

	Close	Previous
5905-15	5935-40	5855-45
High/Low	5935-40	5935-40
AM Official	5965-70	5940/5950
Kerb close	5950-55	5950-55
Open Int.	15,897	
Total daily turnover	5,137	

ZINC, special high grade (\$ per tonne)

	Close	Previous
1645-48	1599-40	1620-25
High/Low	1548/1547	1567/1526
AM Official	1647-48	1540-41
Kerb close	97,426	
Open Int.	45,982	

COPPER, grade A (\$ per tonne)

	Close	Previous
2356-61	2329-30	2307-10
High/Low	2329-30	2332/2327
AM Official	2339-40	2330-31
Kerb close	140,619	
Open Int.	43,312	

LME AM Official 2% rate: 1999

LME Closing 2% rate: 1.5890

Spot 1.5890 2 mths 1.5890 6 mths 1.5700 9 mths 1.5700

HIGH GRADE COPPER (COMEX)

	Sell	Buy	High	Low	Open
Aug	107.50	+1.70	108.70	107.00	351 2,889
Sep	108.10	+1.50	109.30	107.20	4,117 2,021
Oct	108.50	+1.70	109.80	107.80	30 1,884
Nov	108.10	+1.70	109.40	107.40	34 1,373
Dec	108.40	+1.80	109.70	107.80	456 8,004
Jan	108.40	+1.30	-	-	1 635
Total					6,668 43,665

PRECIOUS METALS

LONDON GOLD MARKET

(Prices supplied by N.M. Rothschild)

Gold (Troy oz) \$ price £ equiv Sfr equiv

Spot 321.25-321.50

Opening 318.00-319.10

Morning fix 319.35 199.12 487.69

Afternoon fix 321.00 202.40 491.13

Days' High 322.50-323.00

Days' Low 318.00-318.25

Previous close 319.00-320.40

London Gold Market Gold Leasing Rates (Vs US\$)

1 month 3.66 6 months 3.66

2 months 3.66 12 months 3.75

3 months 3.66

silver fix 277.10 432.50

Spot 275.15 437.45

3 months 276.35 442.55

6 months 276.35 442.55

1 year 276.35 442.55

Gold Coins \$ price £ equiv

Kruggerand 515-521 201-202

Maple Leaf 75-77 47-48

Precious Metals continued

WHEAT COMEX (100 Troy oz: \$/tray oz)

	Sell	Buy	High	Low	Open
Aug	321.5	+3.3	322.5	318.1	285 795
Sep	322.4	+3.3	-	-	2 2
Oct	323.7	+3.3	324.7	320.9	944 15,300
Nov	325.8	+3.3	327.0	322.1	20,371 115,300
Dec	327.8	+3.3	329.0	325.0	224 12,406
Jan	329.8	+3.2	-	-	6 5,478
Total					21,811 196,319

PLATINUM NYMEX (50 Troy oz: \$/tray oz)

	Sell	Buy	High	Low	Open
Aug	432.6	+1.8	437.0	426.0	2,594 11,987
Sep	433.1	+1.8	438.0	418.5	50 2,391
Oct	436.1	+1.8	441.0	413.5	3 408
Total					3 408

PALLADIUM NYMEX (100 Troy oz: \$/tray oz)

	Sell	Buy	High	Low	Open
Aug	212.50	-3.10	213.00	205.25	533 4,324
Sep	201.50	-6.10	203.50	195.80	72 1,102
Oct	195.50	-6.10	-	-	1 138
Nov	194.00	-6.10	-	-	1 107
Total					3 138

SILVER COMEX (50,000 Troy oz: \$/tray oz)

	Sell	Buy	High	Low	Open
Aug	436.1	+4.4	-	-	5,570 54,890
Sep	437.5	+4.2	438.0	431.0	723 16,583
Oct	443.0	+4.3	445.5	437.5	723 16,583
Nov	445.5	+4.3	-	-	20
Dec	451.0	+4.3	451.0	448.0	27 2,978
Jan	451.0	+4.3	452.5	448.5	27 2,978
Total					6,308 95,800

ENERGY

CRUDE OIL NYMEX (100 barrels: \$/barrel)

	Sell	Buy	High	Low	Open
Aug	20.50	+0.04	20.63	20.25	42,988 93,173
Sep	20.63	+0.07	21.04	20.35	64,258
Oct	20.68	+0.10	21.07	20.40	5,055 35,139
Nov	20.71	+0.13	21.04	20.40	11,159 49,258
Dec	20.65	+0.12	21.04	20.40	4,459 27,581
Jan	20.60	+0.11	21.04	20.35	14,132
Total					n/a n/a

CRUDE OIL IPE (\$/barrel)

	Sell	Buy	High	Low	Open
Aug	19.16	-0.04	19.23	18.88	12,487 51,412
Sep	19.28	-0.02	19.35	18.94	15,522
Oct	19.30	+0.01	19.42	19.01	1,129 14,792
Nov	19.47	+0.01	19.48	19.30	1,010 19,795
Dec	19.51	+0.08	19.51	19.30	842 14,748
Jan	19.48	+0.01	19.48	19.27	572 8,055
Total					n/a n/a

HEATING OIL NYMEX (42,000 US gals: \$/barrel)

	Sell	Buy	High	Low	Open
Aug	56.85	-0.33	57.15	56.35	13,687 42,109
Sep	57.40	-0.23	57.65	57.10	5,275 26,514
Oct	58.20	-0.03	58.30	57.75	1,942 17,359
Nov	58.80	-0.08	58.95	58.40	1,159 49,258
Dec	59.35	-0.07	59.50	59.00	1,225 14,882
Jan	59.40	+0.22	59.40	59.00	501 7,873
Total					n/a n/a

GAS OIL IPE (\$/barrel)

GAS OIL FIE (\$/barril)				
	Sell price	Day's change	High	Low
Aug	172.50	-2.75	174.00	172.00
Sep	174.00	-2.75	175.50	173.25
Oct	176.00	-2.75	177.00	175.25

FT MANAGED FUNDS SERVICE

هكذا من الأهل

Offshore Insurances and Other Funds

	Buying Price	+ or -	Yield Spread		Selling Price	Buying Price	+ or -	Yield Spread
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[illegible]

FT Surveys				FT Surveys			
Selling	Buying	+or-	Yield	Selling	Buying	+or-	Yield

FT Surveys				FT Surveys			
Selling	Buying	+or-	Yield	Selling	Buying	+or-	Yield

[illegible]

AXA Asset Management	FF:217.25
AXA Europe Action Co.	FF:478.91

[illegible]

Prices are in pence unless otherwise indicated and those designated \$ with no prefix refer to U.S. dollars. Yields % allow for all buying expenses.

[illegible]

AIM - Cont.

Index	Name	Price	Chg	52 week	Mkt	YTD	P/E
1	Alcoa	100 1/2	-1/2	100 1/2	100 1/2	16	33
2	Amalgamated	100 1/2	-1/2	100 1/2	100 1/2	16	33
3	Armstrong	100 1/2	-1/2	100 1/2	100 1/2	16	33
4	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
5	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
6	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
7	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
8	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
9	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
10	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
11	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
12	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
13	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
14	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
15	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
16	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
17	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
18	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
19	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
20	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
21	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
22	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
23	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
24	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
25	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
26	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
27	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
28	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
29	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
30	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
31	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
32	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
33	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
34	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
35	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
36	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
37	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
38	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
39	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
40	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
41	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
42	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
43	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
44	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
45	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
46	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
47	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
48	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
49	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
50	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
51	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33
52	Aviation	100 1/2	-1/2	100 1/2	100 1/2	16	33

WATER

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Parkwood
 Parkwood
 Parkwood

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Fax: +44 171 873 3934

SUPPORT SERVICES - Cont.

[illegible]

TELECOMMUNICATIONS

[illegible]

TEXTILES & APPAREL

[illegible]

PROPERTY

Notes	Price	+ or -	52 week high	low	1987 Coupon	Yld %	Pd %
of London \$	70 1/2	-	87	64	48.0	7.1	10.2
of Co Rd Pl	78	+2	80 1/2	73 1/2	30.0	9.1	-
of St James	77	-	77	73 1/2	2.38	-	28
of Prop	360	-	471 1/2	348	222.9	-	-
of Prop	130 1/2	-	170	126	100.0	2.5	24.2
of Gov Bond	131 1/2	-	139 1/2	107 1/2	16.6	2.6	-

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service are delivered by Evtel, part of Financial Times Information.

Based mid-prices are shown in pence unless otherwise stated. Highs and lows are based on intra-day mid-prices over a rolling 32 week period.

Market capitalisation shown is calculated separately for each line of stock quoted.

Earnings used in calculations are based on IMR Headline Earnings/Income.
Price/earnings ratios are based on latest annual reports and accounts and, where possible, are updated on interim figures.
Yields are based on mid-prices, are gross, adjusted for a dividend tax credit of 20 per cent and allow for value of declared distribution.

Estimated Net Asset Values (NAVs) are shown for Investment Trusts, in pence per share, along with the percentage discounts (Dts) or premiums (Pm -) to the current closing share price. The NAV basis assumes prior charges at per value, convertibles converted and warrants exercised if dilution occurs.

- Highs and lows marked thus have been adjusted to allow for capital changes
- † Interim since increased or resumed
- ‡ Interim since reduced, passed or deferred
- Ⓢ Figures or report omitted
- Ⓢ Rule 2.1(a)(4) Overseas incorporated companies listed on an

* Free annual/interim report available, see details below.
 * Rule 42(a) Irish incorporated non-listed companies.
 * Price at time of suspension
 * Indicated dividend yield after pending scrip and/or rights issue
 * Merger bid or reorganization in progress
 * Forecast dividend yield; p/a based on earnings updated by

	Latest interim statement	Unregulated collective investment scheme
<p>▲ Yield based on annualised dividend</p> <p>■ Figures based on prospectus or other</p>	<p>F Yield based on prospectus or other official estimates for 1996-97.</p>	<p>FD (Foreign Income Dividend)</p> <p>■ Forecast annualised yield, also based on</p>

official estimates.	W Assumed yield after pending scrap and/or right issue.	prospective or other official estimates.
X Assumed dividend yield after rights issue.	X Yield based on prospective or other official estimates for 1987.	W Pro forma figures.
Y Assumed dividend yield after scrap issue.		Z Dividend yield at date.
a Rights issue pending		
q Earnings based on		

provisionary figures.
* Dividend yield
excludes a special
payment.
† Indicated dividend
yield, per cent based on
prior year's earnings.

1 Is Forward, or estimated annualized dividend yield, per based on previous year's earnings	20 Yield based on prospectus or other official estimation for 1997-98.	31 ex dividend
2 Dividend yield includes a special payment	31 Dividend in kind in whole or part as a return of principal.	32 ex scrip issue
		33 ex rights
		34 as is
		35 ex capital distribution

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Highs & Lows shown on a 52 week basis

Highs & Lows shown on a 52 week basis

<http://www.rockwell.com>

US INDICES

AFRICA

AFRICA

[illegible]

Edgers	11
Elmendorf	24
Engel	24

[illegible]

Pemberton	47
Pemberton Co	51

Spain	16.35																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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NOTES - Prices
Individual gender

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Stocks Traded	Closing Prices	Change on day
4.9m	735	+17
4.7m	311	-4
4.5m	580	+7
4.4m	1700	+20
4.3m	1520	+10

INDEX FUTURES										STOCK INDEXES									
Open/Set Price Change					High					Low					Est. vol./Open Int.				
Aug 60					Aug 61					Aug 62					Aug 63				
S&P 500					DAX					S&P 500					DAX				
Open: 983.80					Open: 2681.00					Open: 983.80					Open: 2681.00				
Set: 987.40					Set: 2711.00					Set: 987.40					Set: 2711.00				
Change: +3.60					Change: +30.00					Change: +3.60					Change: +30.00				
High: 993.50					High: 2740.00					High: 993.50					High: 2740.00				
Low: 978.00					Low: 2680.00					Low: 978.00					Low: 2680.00				
Est. vol.: 56,748					Est. vol.: 18,900					Est. vol.: 56,748					Est. vol.: 18,900				
Open Int.: 778,223					Open Int.: 183,909					Open Int.: 778,223					Open Int.: 183,909				
S&P 500					DAX					S&P 500					DAX				
Open: 983.80					Open: 2681.00					Open: 983.80					Open: 2681.00				
Set: 987.40					Set: 2711.00					Set: 987.40					Set: 2711.00				
Change: +3.60					Change: +30.00					Change: +3.60					Change: +30.00				
High: 993.50					High: 2740.00					High: 993.50					High: 2740.00				
Low: 978.00					Low: 2680.00					Low: 978.00					Low: 2680.00				
Est. vol.: 56,748					Est. vol.: 18,900					Est. vol.: 56,748					Est. vol.: 18,900				
Open Int.: 778,223					Open Int.: 183,909					Open Int.: 778,223					Open Int.: 183,909				
S&P 500					DAX					S&P 500					DAX				
Open: 983.80					Open: 2681.00					Open: 983.80					Open: 2681.00				
Set: 987.40					Set: 2711.00					Set: 987.40					Set: 2711.00				
Change: +3.60					Change: +30.00					Change: +3.60					Change: +30.00				
High: 993.50					High: 2740.00					High: 993.50					High: 2740.00				
Low: 978.00					Low: 2680.00					Low: 978.00					Low: 2680.00				
Est. vol.: 56,748					Est. vol.: 18,900					Est. vol.: 56,748					Est. vol.: 18,900				
Open Int.: 778,223					Open Int.: 183,909					Open Int.: 778,223					Open Int.: 183,909				

INDEX FUTURES

Index	Open/Set	Price Change	High	Low	Est. vol./Open Int.
Aug 60	3073.0	3069.0	+24.0	3059.0	11,636 28,795
Aug 61	3080.0	3077.5	+24.0	3067.0	3084.5 454 23,848
Aug 62	3073.0	3069.0	+24.0	3059.0	11,636 28,795
Aug 63	3080.0	3077.5	+24.0	3067.0	3084.5 454 23,848

S&P 500

Index	Open/Set	Price Change	High	Low	Est. vol./Open Int.
Aug 60	2681.0	2684.5	+34.5	2707.0	2688.0 3,636 21,895
Aug 61	2691.0	2711.0	+80.0	2711.0	2890.0 183 909
Aug 62	2681.0	2684.5	+34.5	2707.0	2688.0 3,636 21,895
Aug 63	2691.0	2711.0	+80.0	2711.0	2890.0 183 909

DAX

Index	Open/Set	Price Change	High	Low	Est. vol./Open Int.
Aug 60	4365.0	4445.0	+80.0	4284.0	20,127 58,977
Aug 61	4424.0	4440.0	+16.0	4376.0	5925.5 +180.0 5207.0
Aug 62	4365.0	4445.0	+80.0	4284.0	20,127 58,977
Aug 63	4424.0	4440.0	+16.0	4376.0	5925.5 +180.0 5207.0

STOCK INDEXES

Index	Open/Set	Price Change	High	Low	Est. vol./Open Int.
Aug 60	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,670
Aug 61	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,670
Aug 62	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,670
Aug 63	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,670

STOCK INDEXES

Index	Open/Set	Price Change	High	Low	Est. vol./Open Int.
Aug 60	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,670
Aug 61	1839.0	1840.0	+1.0	1838.0	1840.0 2,039 3,

4 pm close August 1

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NASDAQ NATIONAL MARKET[illegible]

Orbotech	22	3415	44 ¹ / ₄	42 ³ / ₄	43 ⁵ / ₈	+1 _g
GreenMed	13	1295	251 ₄	25	251 ₄	+1 ₄

[illegible]

- K -

- K -		Prebid	730	9	13				
		Prebid	0.20 15 29 192	19	19	12			
0.0975	94 154 154 1/4	Prebid	133 2366	43	274	424	+1 1/2		
0.04 127	806 154 154 1/4	Prebid	13 8995	627	274	274	-		
0.08 16	1315 124 314 3/4	Midpoint	18 539	154	15 154	4	-1 1/4		
1.16 15	1216 424 474 4/4	Outboard	48 9888	48	76 76	4	-1 1/4		
521141	1664 64 64 1/4	Outboard	20 3	41 1/4	41 1/4	4	-1 1/4		
	20 3 1/4	Conduct	1880785	2912	3612	3612	-		
1910795	294 194 1/4	Quickly	21 843	364	33 35 1/4	4	-1		
5449	62 424 424 1/4	Twirlies	172 4045	76 76 1/4	75 1/4	-1			
- X - Y - Z -									
		Midwest	366220	574 554 56 1/4	56 1/4	+1 1/2			
		Xappon	2415491	154 144 144	144	- 1/4			
		Xerox Corp	10060	614 614 614	614	-			
		Yahoo	34590	594 534 532 1/4	532 1/4	-1 1/2			
		Yellow	3336	294 274 274	274	-			
		York Pack	19 123	614 614 614	614	- 1/4			
		Zionville	0.48 20	639 37 364 36 1/4	36 1/4	- 1/4			

Company	Best price	Change on day	Volume	High	Low	Company	Best price	Change on day	Volume	High	Low
Card	US\$3	-0.250	10040	3	3	Lemont & Hauspe	US\$9.625	-0.25	4100	29.375	29.5
Card Systems	US\$8.25	-0.125	8250	8.25	9.125	Merrill Int'l	US\$9.875				
Finance	FF11.5		14600	11	11	NTL	US\$22.75				

